

Wollaston Business District Revitalization Study



Final Report
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Wollaston Business District Revitalization Study

Prepared for:

City of Quincy
Norfolk County Board of Commissioners

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Summary of Conclusions

The Wollaston Business District has the potential to improve its service to the surrounding community, and to enhance the return on investment for merchants and property owners. Like many local community retail centers, Wollaston suffers from a lack of adequate parking, from deteriorating appearance, and from a lack of coordinated management of store operations. Unlike many such centers, however, Wollaston is a very viable retail center at the present time, due in part to the mix of services available, in part to its close proximity to substantial market areas, and in part to its role as a transportation center.

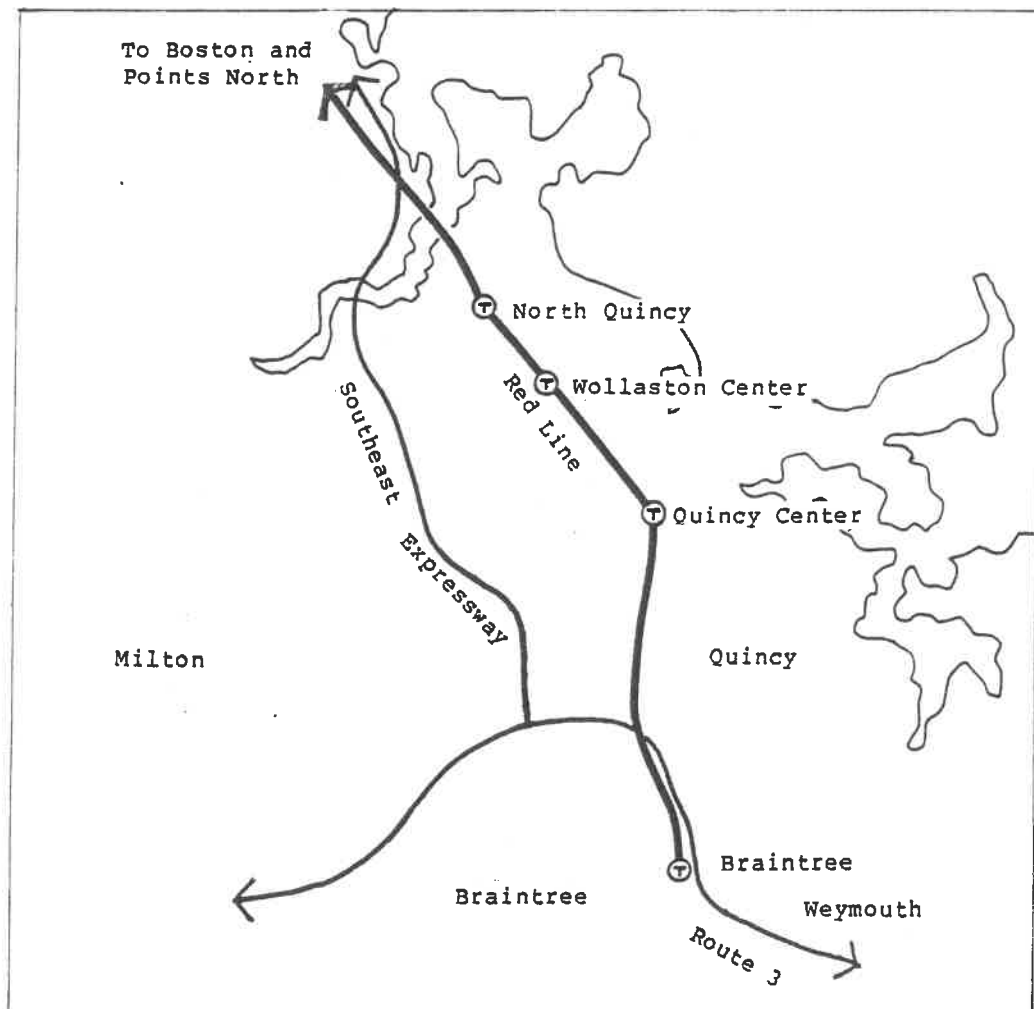
To improve Wollaston as a place to shop requires a relatively modest investment in terms of capital improvements. Those items which are costly can in most cases be phased to allow sufficient time to secure grants or other means of financing. The highest priority improvement is in the management of Wollaston as a total business community. This process is already well underway and should continue to insure that:

1. The stores in the center cooperate in terms of hours and special sales campaigns.
2. The prime parking spaces, both off- and on-street, are utilized to their fullest for customer parking, with employee parking relocated to more remote areas.
3. The area is well maintained, with sidewalks kept clean, snow shoveled, and storefronts kept clean with goods attractively displayed.
4. The business district develops a stronger identity, both through the physical changes recommended in this report, and through special street fairs, nighttime events, and local advertising.

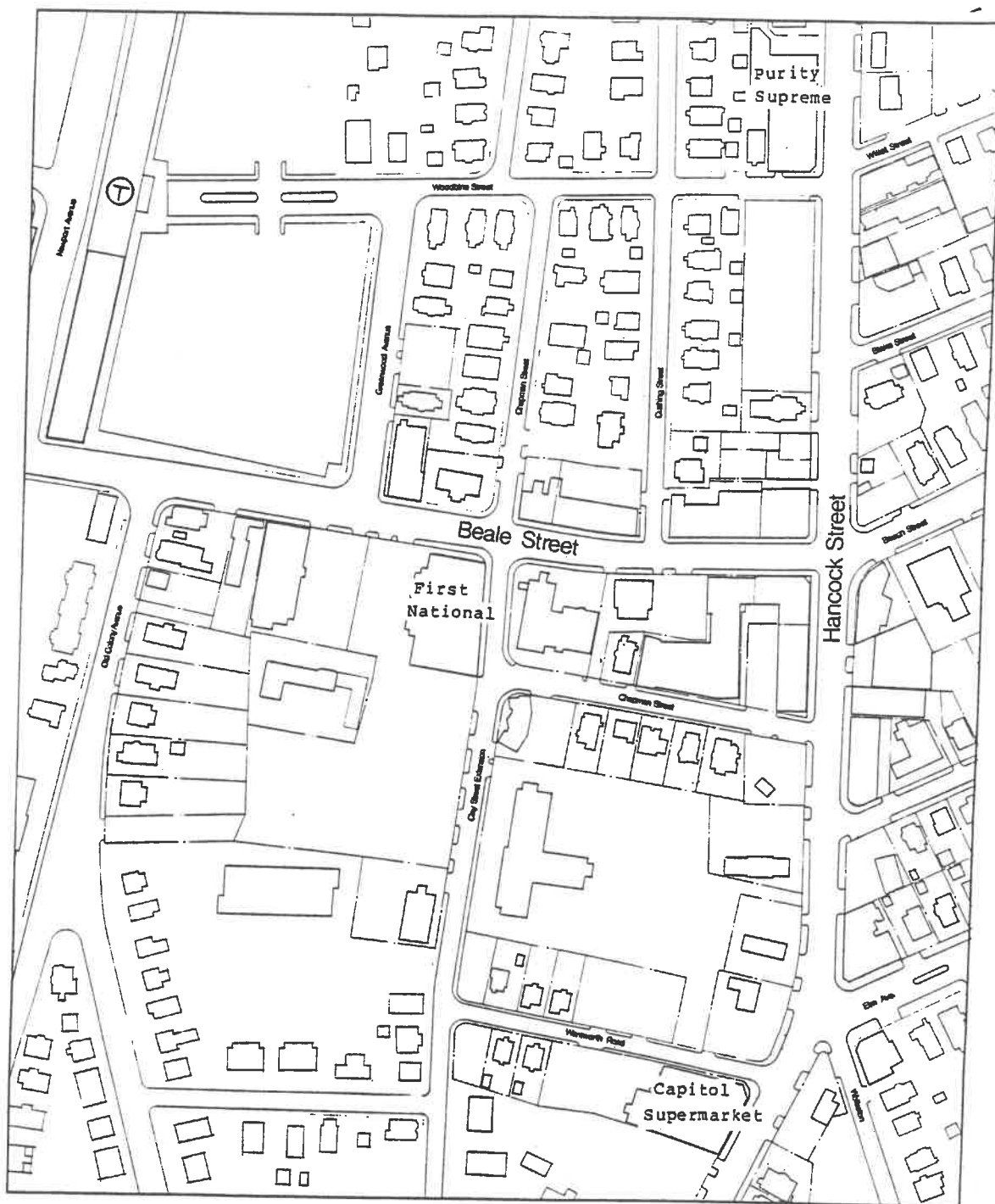
This report serves as a point of departure for Wollaston's improvement, and as such will see modifications over time to the ideas presented in the following pages. What is important is that the process of change and growth be vigorously pursued at the local level to keep pace with changing lifestyles. Wollaston businesses will most likely enjoy greater patronage in an era of energy conservation, and modest improvements, such as reopening the local cinema or landscaping the Cushing Street sidewalks at Beale Street should be underwritten with many more good faith efforts on the part of property owners, merchants, and city officials.

Introduction

The goal of this study is to provide a plan for the revitalization of the Wollaston Business District. The direction of the plan was determined through the cooperative efforts of the local business community, elected representatives, appointed officials of the city, property owners, residents, and consultants. Public meetings, newsletters, and surveys solicited ideas and identified areas of concern. The major objective of the revitalization plan is to strengthen the economic viability of Wollaston as a neighborhood business center. Recommendations are made to improve the merchandising, tenant mix, parking, image and physical appearance, so that Wollaston will continue to serve the needs of the community.



Illus. 1 Context Map



Illus. 2 Study Area

Analysis

Historical Background

Wollaston grew and prospered in the late nineteenth century like many other suburbs surrounding Boston. The railroad and streetcar made commuting possible. By the early twentieth century the basic pattern of the buildings, network of roads, and transit system were in place. A photograph taken in 1919 (Illus. 3a) shows the railroad station with its elegant clock tower adjacent to a series of small shops providing neighborhood goods and services to commuters who walked to and from the station. Today the new Red Line MBTA Station and parking lot occupy this site. The former intimate connection between train and shopping has disappeared.

In a view of Hancock Street sixty years ago (Illus. 3b) Wollaston appears as a village center where the streetcar stopped on its route between Quincy and Boston. A compact group of shops with awnings, small signs, and architectural details at the corner of Hancock, Beale, and Beach Streets contributed to the village-like atmosphere. Streetcars and carriage traffic once enjoyed a dramatic entrance to Wollaston down Hancock Street under an arching canopy of elm trees. The mature trees in the 1919 photograph probably resulted from the rural beautification movement that started in New England in the middle of the nineteenth century and spread across the county. The current attempt by Wollaston citizens to revitalize their business center is in the spirit of that civic minded effort.

The transition to the automobile age overlaid a new scale of roadways, parking, and retail space on the suburban community of the streetcar. The following will analyze and describe the impact of these new land use patterns, traffic, and parking on Wollaston.



Illus. 3a Wollaston Railroad Station 1919



Illus. 3b Hancock Street looking North, at the intersection of Beale Street on the left and Beach Street on the right in 1919.

Land Use Patterns

Historical analysis shows that there are two distinct types of retailing operations that have evolved (Illus. 4). A series of shops in the center of town on Hancock and Beale Streets front on sidewalks. Bakeries, florists, and pharmacies provide the neighborhood needs of the pedestrian. They offer a personalized shopping experience where customer and merchant know each other, in contrast to the modern shopping mall. Supermarkets, drive-ins, gas stations and other auto oriented stores on the periphery provide their own parking lots.

Wollaston is fortunate to have three supermarkets to attract shoppers to the area regularly. The location of these "magnets" near the periphery of the business district can benefit the small shops on Beale and Hancock Streets. This pattern resembles the organization of suburban malls which locate major stores or "anchors" at the ends with small shops between. Pedestrian links from the three supermarkets to the older retail area should be strengthened.

MBTA tracks on the west and stable middle income neighborhoods in each direction border Wollaston Center. The business district expanded in the last thirty years with auto oriented uses. This along with construction of high rise housing on Clay Street has overtaken parts of the residential district, leaving isolated areas of single family houses.

Visual Analysis

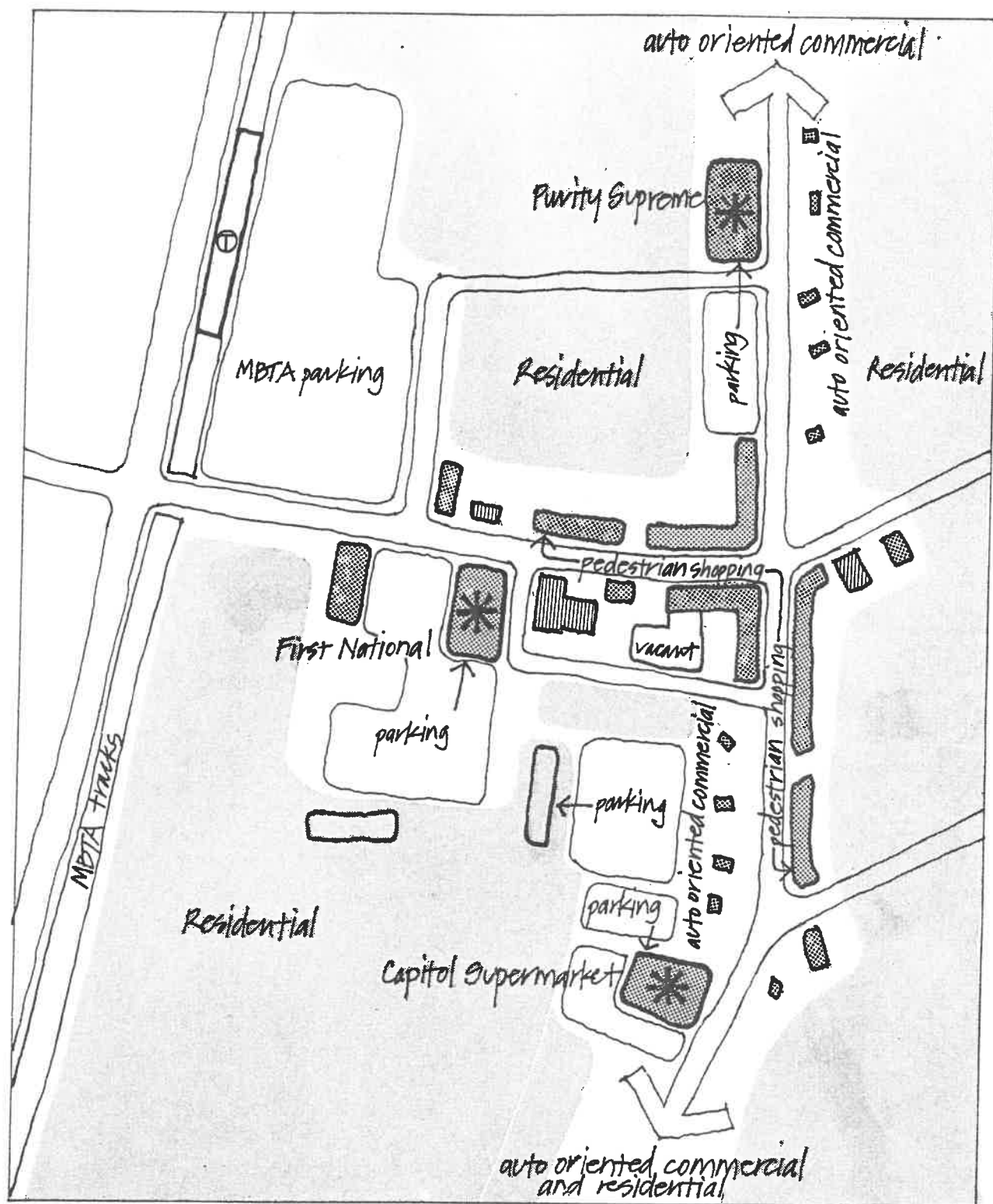
The Wollaston Business District along Beale and Hancock Streets forms two visual corridors (Illus. 5). Automobiles dominate entries to the area with individual buildings set in parking lots. The view overhead is full of telephone poles and wires, various signs, and occasional billboards. The scale of this commercial landscape is obviously tailored to automobile travel. Planning efforts should be aimed at establishing clear entries to the business district which signify a neighborhood scale and character.

The older retail area preserves a town atmosphere of linear one story buildings, typical of small scale, early-twentieth-century commercial architecture. Most of Wollaston's 117 businesses compose a continuum of storefronts which abut the sidewalk and wrap around corners. The linearity of these facades characterizes this type of building, yet the multiple layering of modern facades masking the original brick or wood and the number of signs competing for visibility have disrupted the continuity. Future renovations of storefront facades should strive for a quieter image consistent with the character of a neighborhood center.




Traffic

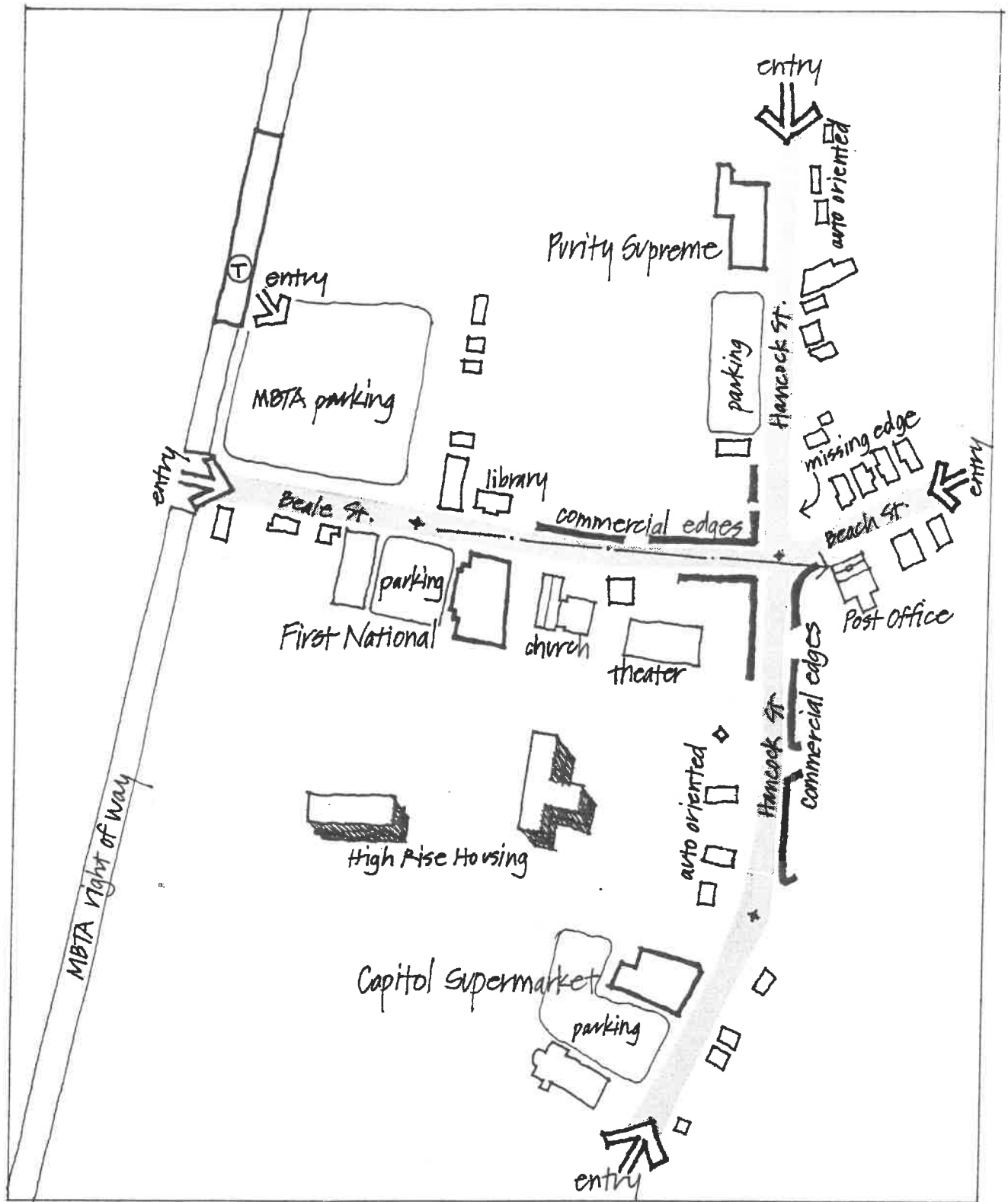
Wollaston has direct automobile access to surrounding communities over Hancock, Newport, Beale, and Beach Streets (Illus. 6). The number of motorists passing through the area gives a great deal of exposure to businesses. Traffic volume exceeds 15,000 trips per day on Hancock Street and nears 18,000 trips per day on Newport Avenue, making these two of the most heavily travelled non-expressway roads in the region. Even at midday, truck and car traffic make Hancock and Beale Streets very frustrating routes for the motorist. Parking cars in metered spaces on these two streets further aggravates traffic problems. Long range planning efforts should aim to alleviate traffic congestion on Hancock and Beale Streets.

An operating bypass system on Greenwood Ave. (Illus. 6) evolved due to the entrance to the MBTA parking lot. Traffic avoids the Hancock-Beale Street intersection by using Greenwood and Woodbine to the north or Clay and Chapman to the south. Encouraging traffic to use this bypass would displace some traffic from Beale Street, but increased traffic might create a problem for houses fronting these streets.



Illus. 4. Land Use Patterns

- residential 
- commercial 
- institutional 



Illus. 5 Visual Analysis

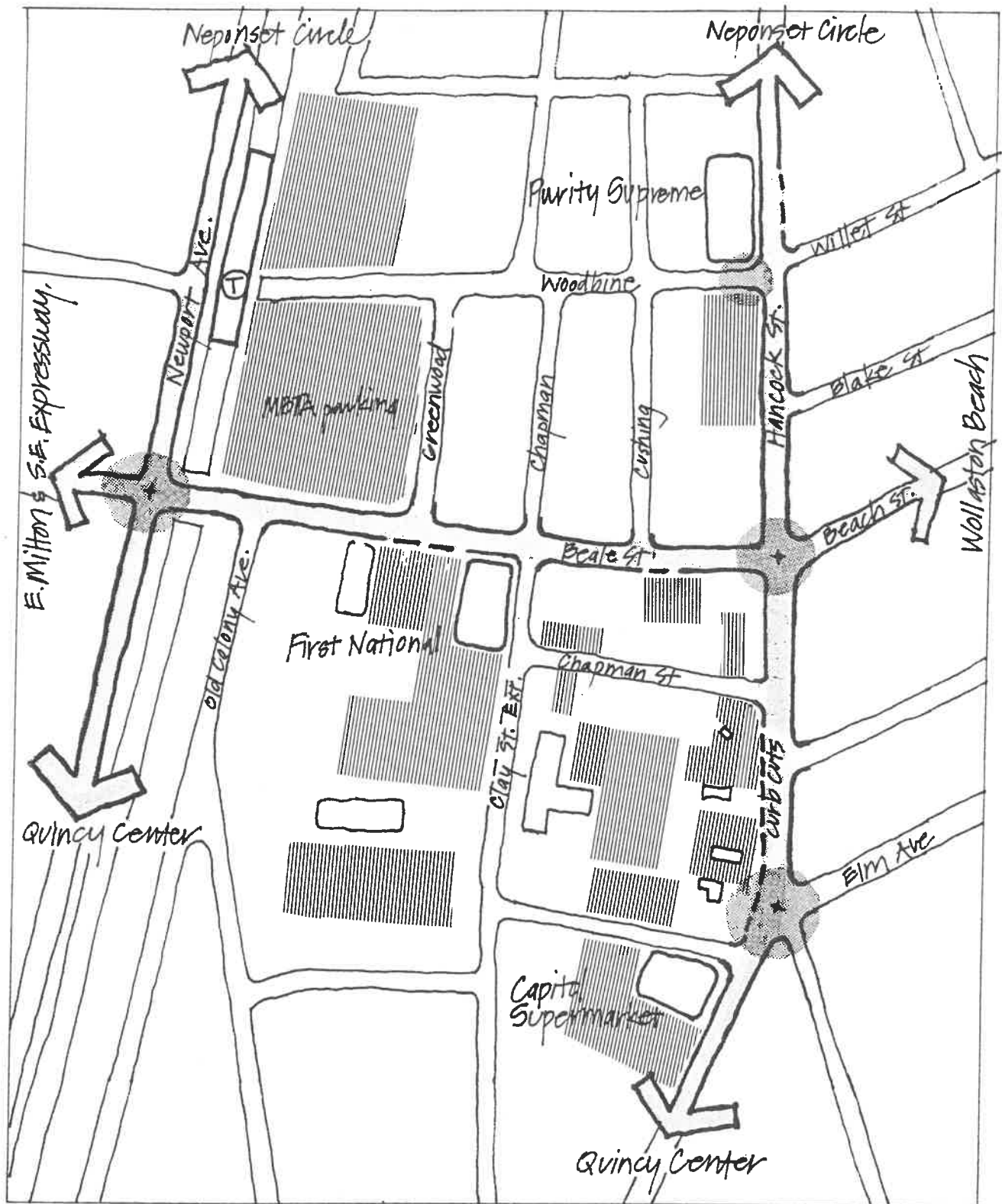
Parking

The survey conducted of area merchants, identified lack of parking as the major problem in Wollaston. Despite this observation, a plan of the area (Illus. 6) shows that a significant amount of land in the business district is already devoted to parking. The shortage of parking stems from the exclusive use of lots by individual stores, commuters using the MBTA lot, or the utilized resident lot of high rise elderly housing. The only public parking for the small shops in the center of the business district is curbside metered spaces.

As the table shows, most of Wollaston's retail area is in these small stores that must rely on a precious few metered spaces.

Type	Gross Area	metered Existing on Street	Existing off Street	Total
Pedestrian; pharmacy, florist, camera, fish market, vacuum repair, etc.	70,000+ sq. ft. (11,000+ sq. ft. theatre)	78+	12+	90+
Auto oriented; supermarkets (3), liquor store drive-in restaurants, etc.	60,000+ sq. ft.	17+	364+	381+

As pointed out in meetings with the community, these metered spaces are also frequently used for long-term parking by commuters and employees. Better enforcements of parking regulations in metered spaces, better management of existing parking lots for maximum use and the creation of new conveniently located public parking lots should be major goals of the Business Association.

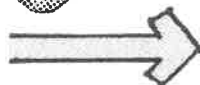


Illus. 6 Traffic and Parking

parking lots

pedestrian/vehicular
conflicts

major roadways



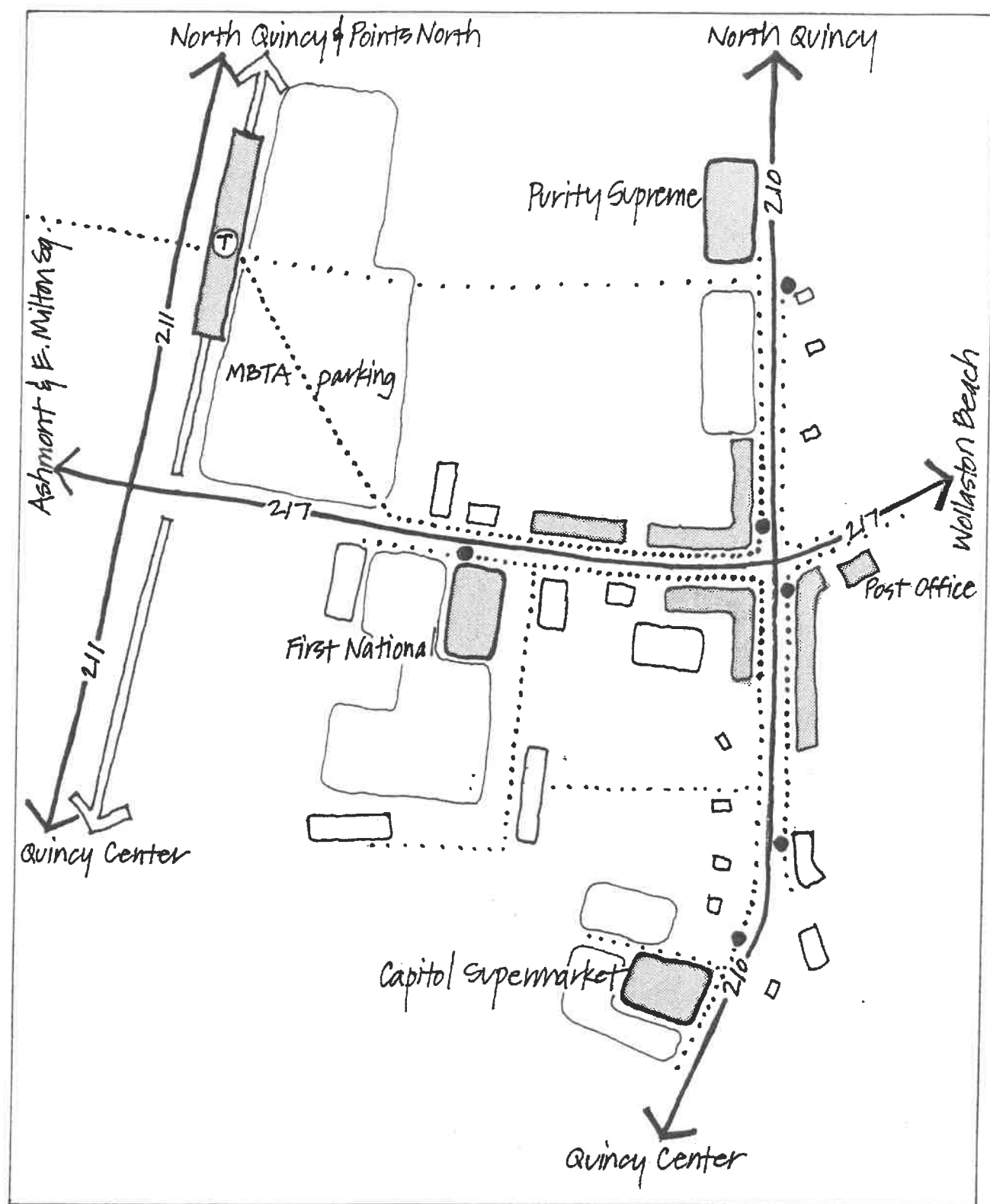
Transit and Pedestrians

Wollaston's traditional position as a transit center continues today with the newly constructed red line station and four bus lines providing service to surrounding communities (Illus. 7). In this era of diminishing resources and energy shortages, Wollaston will likely remain a viable retail center, particularly with an increased dependence on mass transit.

Despite excellent public transportation, pedestrians have problems making connections to transit stops. An opportunity to link the pedestrian activity on Beale Street to the new red line station was lost with the MBTA parking lot constructed encircling the entry to the station. Pedestrian commuters must now cross almost 500 feet of parking lot diagonally to reach the shopping district. Efforts should be made to link the retail shops on Beale Street more closely to the red line station.

Bus stops provide another opportunity to improve pedestrian access to the transit system. Wollaston merchants would benefit by encouraging bus ridership since the closely knit pattern of storefronts originally evolved in this form to serve pedestrians using streetcar stops. A return to increased transit use would ideally fit this pattern of retailing. The members of the Business Association should promote transit use by posting bus schedules, including bus route information in advertising, and perhaps by rebating portions of bus fares to shoppers. In order to encourage transit use, more attractive bus stops should be designed as shelters with places to sit.

The Wollaston business district is within walking distance of many residents. Approximately 10,500 people live east of the MBTA tracks, and about half of those within one quarter mile of the shopping area. With shoppers walking from neighborhoods, transit stops, and parking lots, a more attractive pedestrian environment is a key to revitalization. The business district can benefit by improving sidewalks and crosswalks, providing places to sit, and adding street trees and pedestrian scaled lighting.



Illus. 7 Transit and Pedestrians

buslines

bus stops

major pedestrian paths

Market and Retail Recommendations*

Wollaston Center Businesses draw most of their customers from the City of Quincy from north of Furnace Brooke Parkway to the Neponset River. The neighborhood oriented stores attract frequent visits from a stable middle income population. There is also a substantial daytime population who work in Quincy and a number of commuters who pass near the business district each day. The following recommendations are derived from an analysis of the population, trade area, competing retailing and the potential for new businesses:

Merchandising

Assortments should appeal to residents who are mainly middle income and higher; home owners with larger than average families; and senior citizens on fixed incomes.

Advertising and promotion should be directed to those markets located in Quincy north of Furnace Brook Parkway, and to nearby communities such as Milton.

Advertising and promotion should be conducted both by individual businesses and by group effort.

Retail and service businesses should strengthen assortment, store appearance, and service.

Hours of operation should be more uniform between businesses.

* from economic Analysis by J.L. Schatz Research, Inc. A detailed discussion of these recommendations is in the appendix.

Tenant Mix

Add clothing stores.

Add shoe store.

Add theater. (completed August 1979)

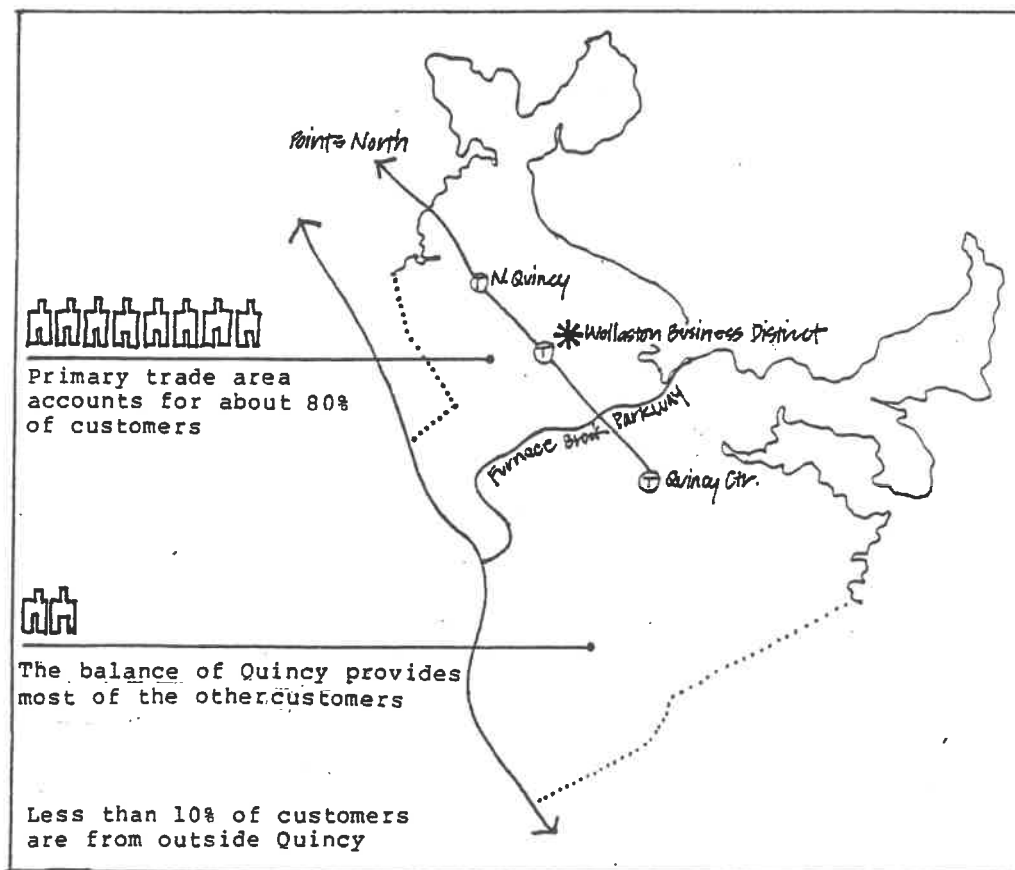
Add Children's shop.

Organization

The Wollaston Center Business Association should continue to represent the business community as revitalization projects continue.

The Association should broaden the circulation of its newsletter or institute a news column to inform members of the community regarding Wollaston Business District activities.

The Association should organize special events and activities, such as street fairs, holiday lighting and special sales.



Illus. 8 Map of Trade Areas

Planning and Design Recommendations

The physical appearance of Wollaston Center has deteriorated since the time when large trees lined the streets and small attractive shops with awnings served the pedestrian headed for the streetcar. The following recommendations aim to restore the image and character of a neighborhood center while providing new parking, new bus shelters, and other pedestrian improvements to make Wollaston competitive with other retail areas.

Summary of Recommendations

Access and Parking

Create new conveniently located public parking.

Enforce parking regulations in metered spaces for most effective customer use.

Advertise and promote the use of public transportation.

Improve pedestrian links from the three supermarkets and the MBTA station to the small shops on Beale and Hancock Streets.

Long range planning efforts should aim to alleviate traffic congestion on Hancock and Beale Streets.

Land Use and New Development

Discourage auto-oriented uses from intruding into the older more compact retail areas.

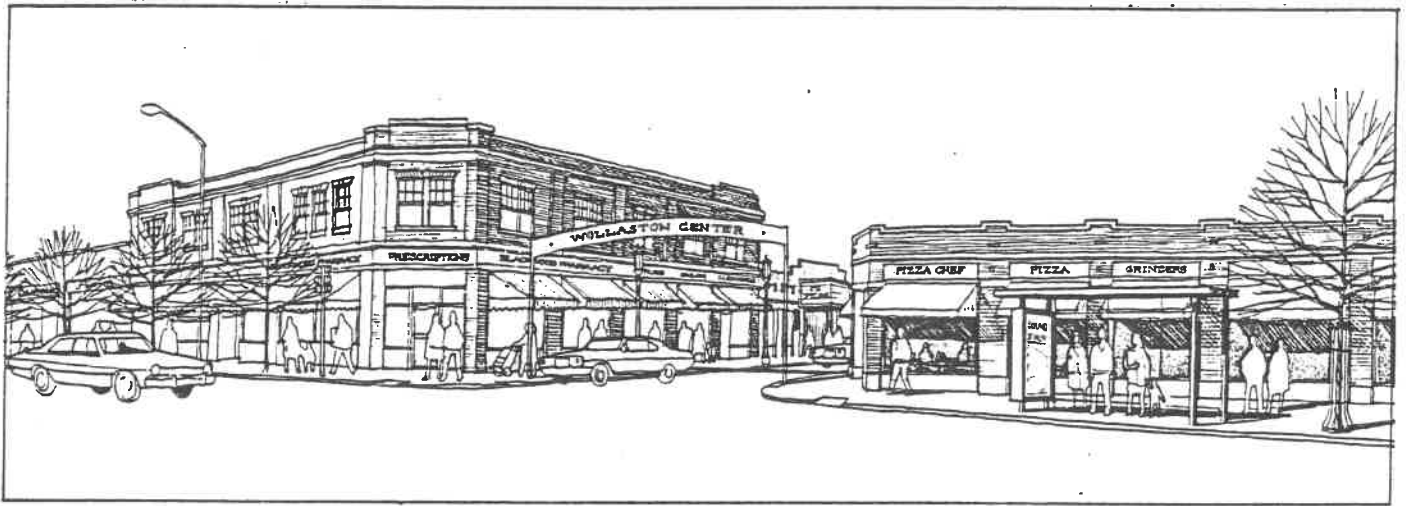
Encourage new development in the vacant parcel at the corner of Hancock and Beach Streets to maintain a commercial edge at this key intersection.

Create more attractive entries to the business district on Hancock and Beale Streets.

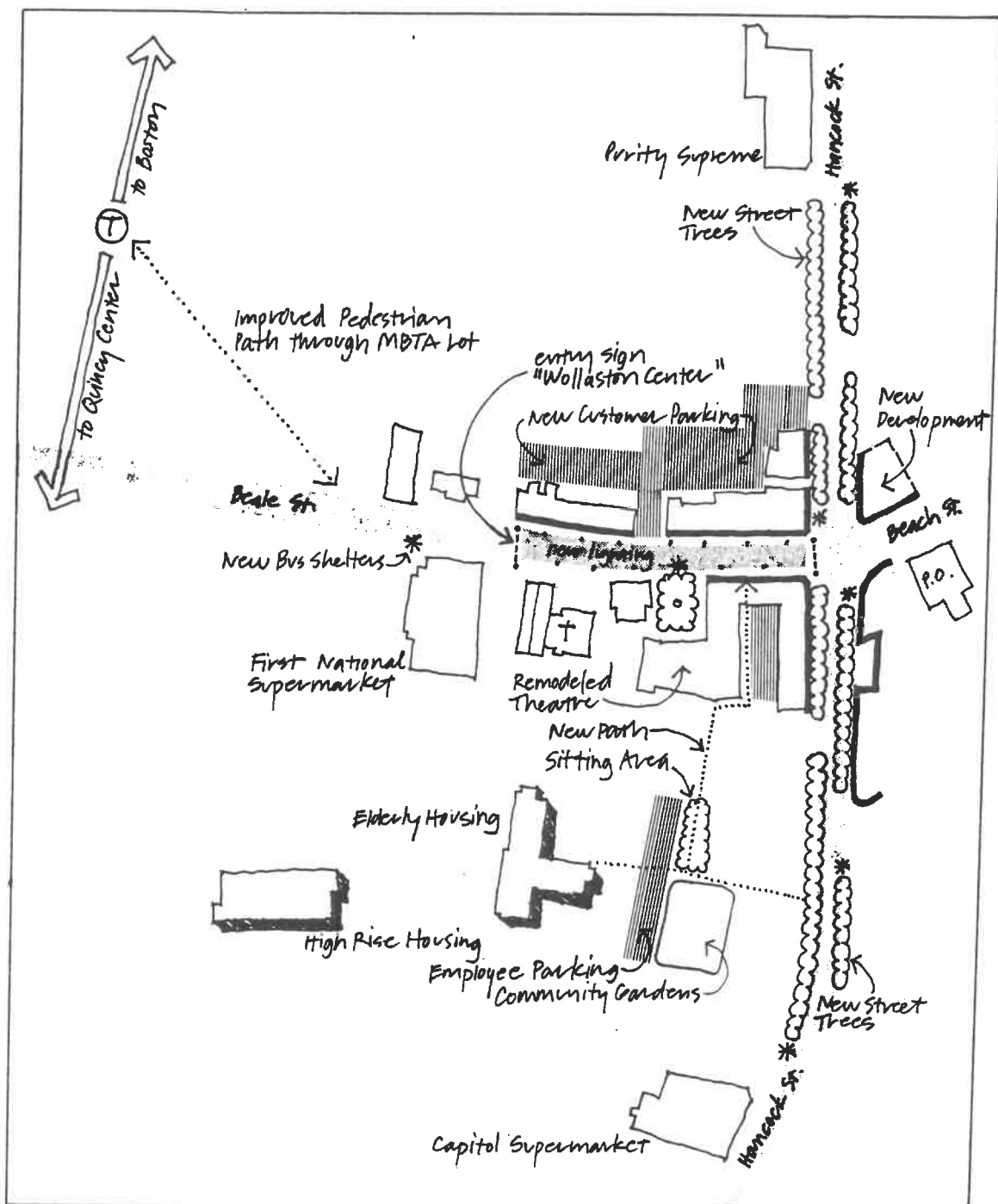
Encourage owners or merchants to renew exteriors and interiors.

Remove billboards and signs which are out of scale and character in a neighborhood center.

Provide benches, bus shelters, and other pedestrian amenities.

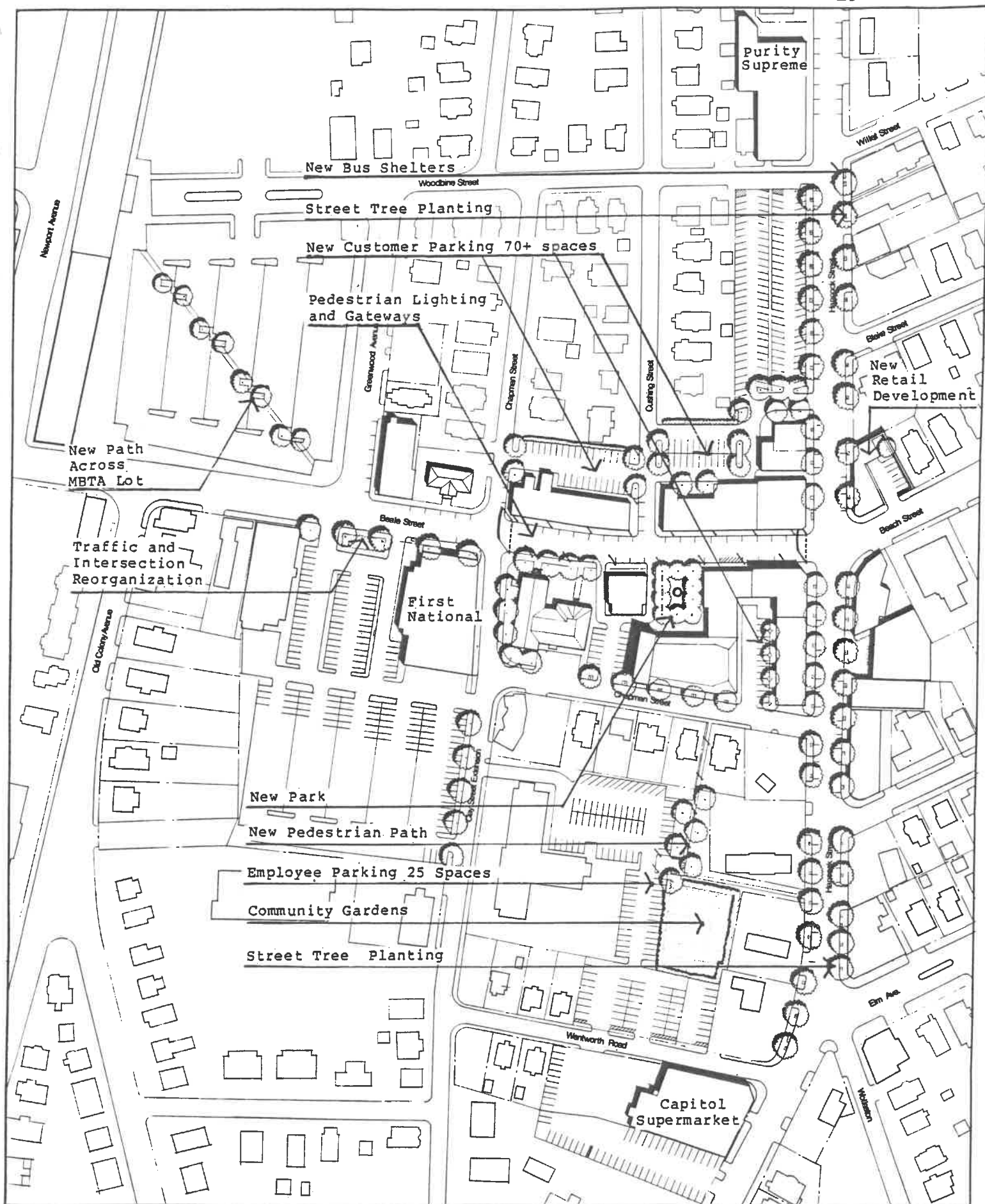


Illus. 9 Perspective view from Hancock Street looking toward the proposed gateway on Beale Street. The section of Beale Street between the gateways could be closed on weekends or holidays for street sales, special events, or local festivals. On the right is a new bus shelter incorporating advertising, bus information, lighting, and benches.



Illus. 10 Concept Plan

Improvements are recommended for Beale and Hancock Street corridors which will create a new image for the business district.



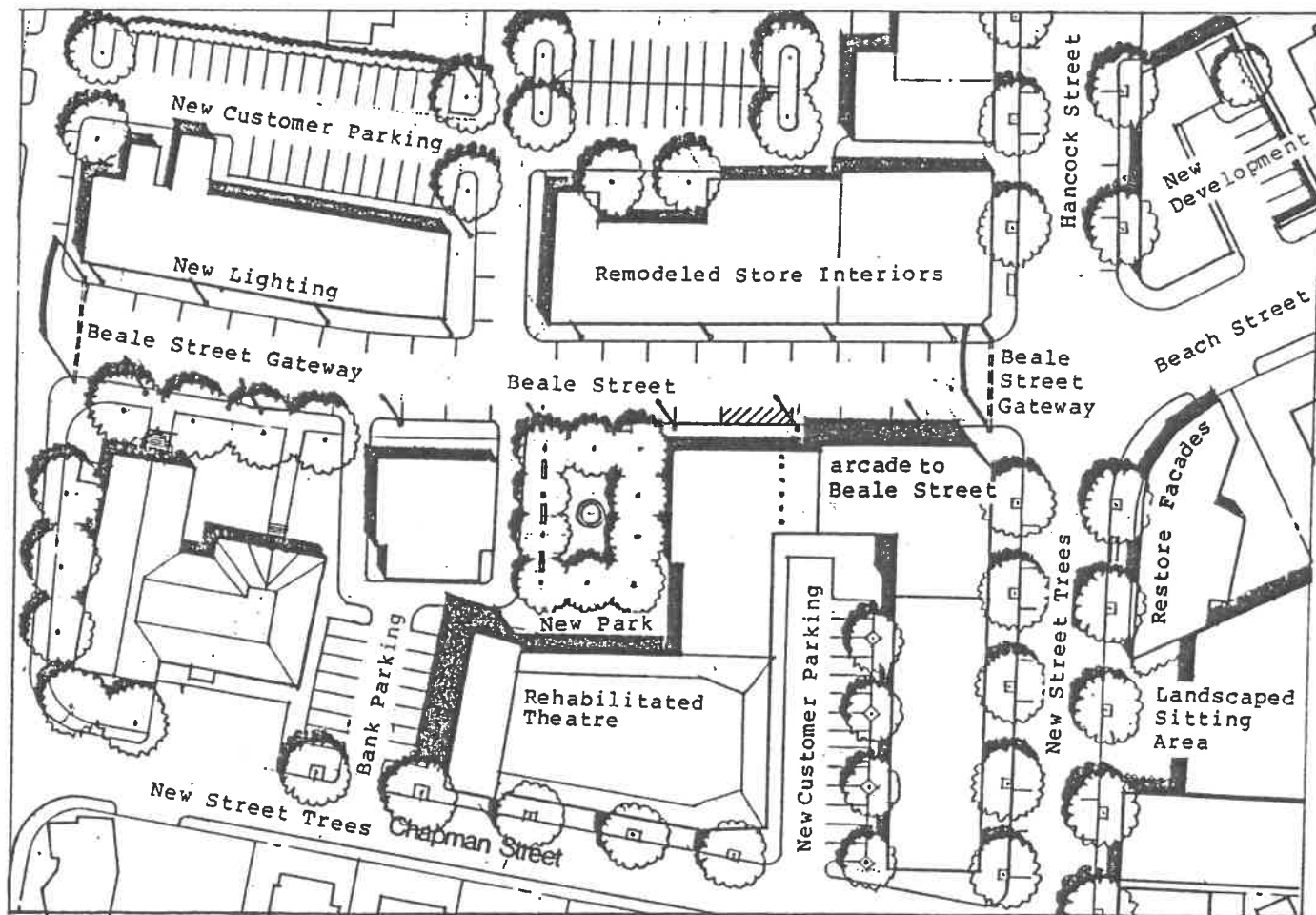
Illus. 11 Illustrative Plan

0 50 100 200 300



Elements of the Plan

The revitalization process involves a number of separate actions by the city and the business community. The plan should be implemented in several phases as priorities are determined. The various elements of the plan and suggested phasing are described in the following section.



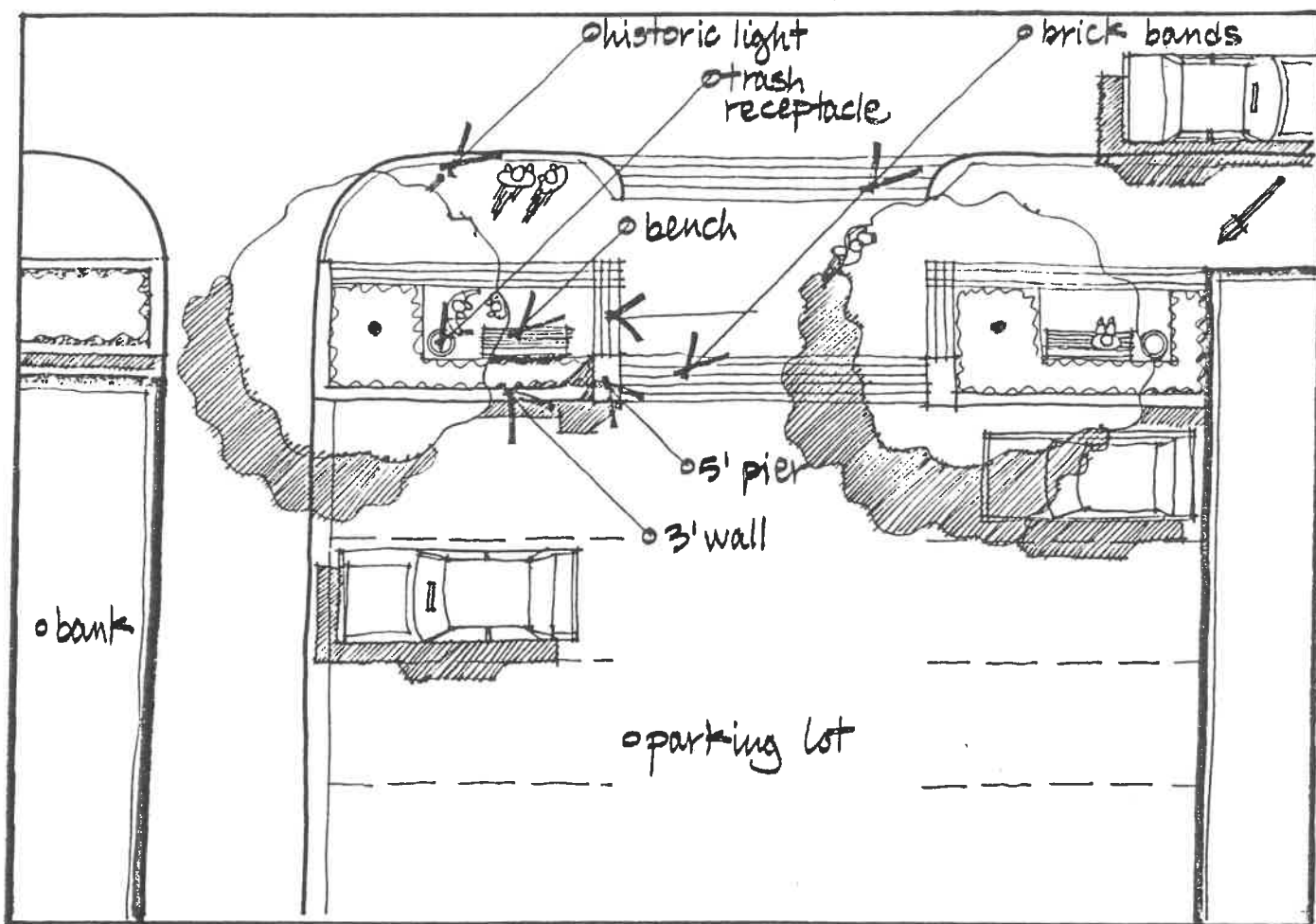
Illus. 12a The Center of Wollaston

Beale Street Improvements

Pedestrian scaled lighting and gateways on Beale Street will create a new scale and character in the pedestrian shopping area. The portion of Beale Street between the gateways can be closed to traffic on certain weekends for special sidewalk sales, festivals, or street fairs. Merchants can extend retailing activity into the sidewalk and street during these closings. Pushcarts, street vendors, and holiday displays sponsored by the merchants will attract customers.

New lighting is proposed for this same area on Beale Street. Post top fixtures should be chosen which are designed for pedestrian areas in a style consistent with an older context.

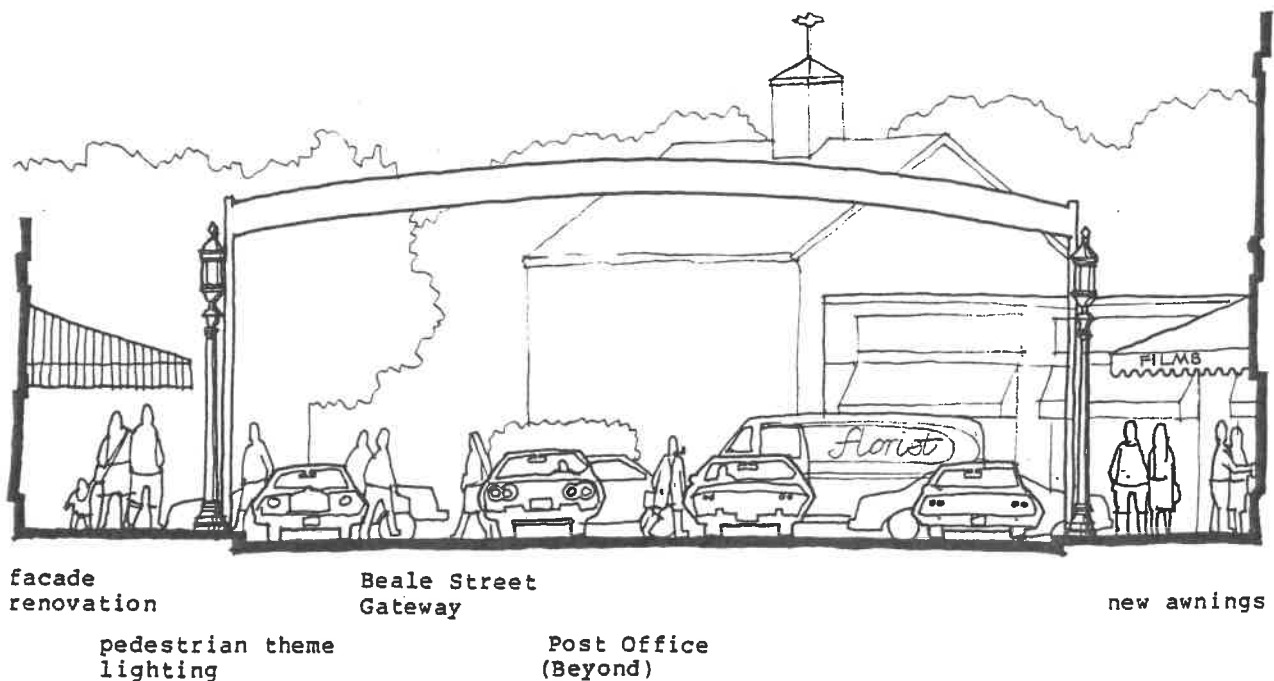
Theme lighting at an appropriate scale within this very narrow right-of-way could help create a focus for evening activities. Beale Street as an evening center with the theatre, ice cream parlors, and restaurants should be full of light. In addition, uses which sustain night activity such as a cafe or bookstore open till midnight should be encouraged to locate in this area.



Illus. 12b Alternative Improvement for Hancock Bank Parking Lot

A new park is proposed for the heart of the Wollaston Business District on the site of the parking lot serving the Hancock Bank. The Bank parking is proposed to be transferred to the site of an existing residence immediately behind the bank on Chapman Street. The purpose of the new park is to create a new and

attractive focal point for the Wollaston Business District where people can relax, eat food on pleasant days, and carry on sales and bazaars on special occasions. In addition, the park provides the opportunity to create an oasis of green along Beale Street which has too narrow of a right-of-way to allow for planting of street trees (See Illus. 12). Such a plan depends, of course, on acquiring a private residence. If such an action is not possible, or not possible in the foreseeable future, the efforts should be made to create a mini-park at the sidewalk edge of the existing parking. Two parking spaces would be removed from the parking area and a new screen wall, planting, benches, and trash containers installed to reduce the visual impact of the parking and provide a resting space for pedestrians (See Illus. 12b).



Illus. 13 Section through Beale Street

Hancock Street Improvements

Hancock and Beale Streets form the center of the pedestrian shopping district. Improvements recommended for Beale Street are designed to fit within a narrow right-of-way while maintaining existing traffic. The wider sidewalks on Hancock Street allow street trees to be planted at fifty feet on center without altering the existing curbline (see Illus. 11). The trees will help define the pedestrian paths from the small shops to the Purity Supreme and Capitol Supermarkets. In effect the supermarkets are the anchors at ends of the shopping district connected by paths which pass by the small shops.

New Customer and Employee Parking

New customer parking which is easily accessible from Hancock Street can be constructed behind the shops on Beale Street (see Illus. 11). It involves the acquisition of two houses and one narrow strip of land to provide 55+ parking spaces. In addition, the existing lot behind Delano Camera can be redesigned for customer parking and provide another 14 spaces. This would amount to an increase of 70 spaces for the small shops which now depend on 90+ metered spaces (see table on p. 10). Long range plans should be made by the city to acquire the houses on Chapman Street behind the theatre for additional parking in the future (see Illus. 16).

The parking lot for the elderly housing building on Clay Street Extension is underutilized. The Quincy Housing Authority has agreed to allow merchants to use 25 spaces of the lot for employee parking. Cars could enter the lot from Wentworth Road through the Capitol Supermarket lot.

The lot behind Delano Camera could be converted to customer use. A landscaped path with pedestrian lighting should be constructed from the lot to Chapman Street to make it safe and easily accessible. This path would also be an additional pedestrian link from the elderly housing to Beale Street shops through the arcade in the Theatre Building. In addition, the remaining land adjacent to the parking lot could be converted to community gardens for use by the elderly.

New Retail Development

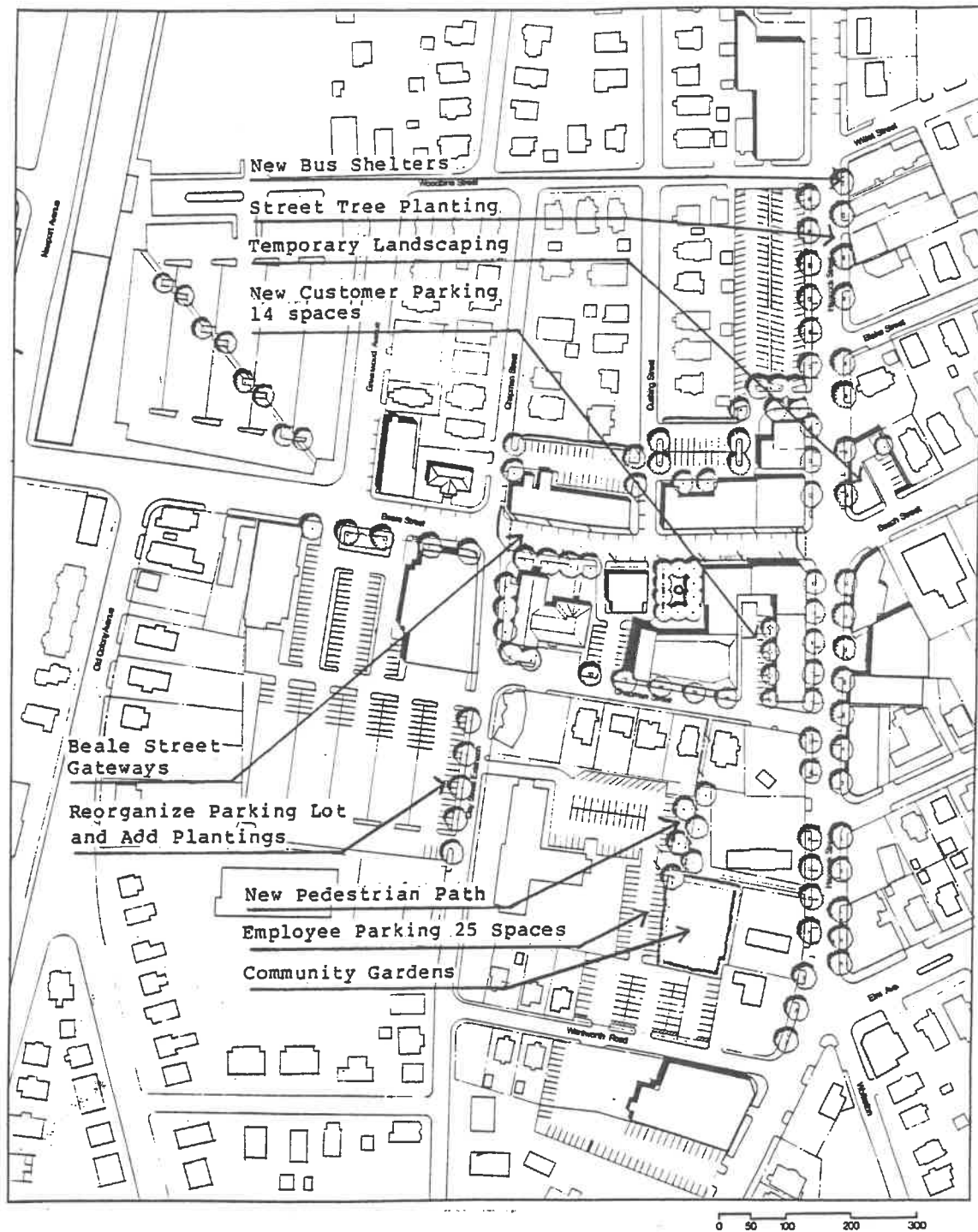
The vacant parcel at the corner of Hancock and Beach Streets is in a highly visible location. New retail development should reestablish this strategic corner site by building completely to the sidewalk right-of-way and curving around the corner like the original building on the site (see Illus. 11). Parking can be provided behind the building off of Beach Street. Additional redevelopment opportunities are indicated on the Long Range Plan (see Illus. 16).

Phasing of Improvements

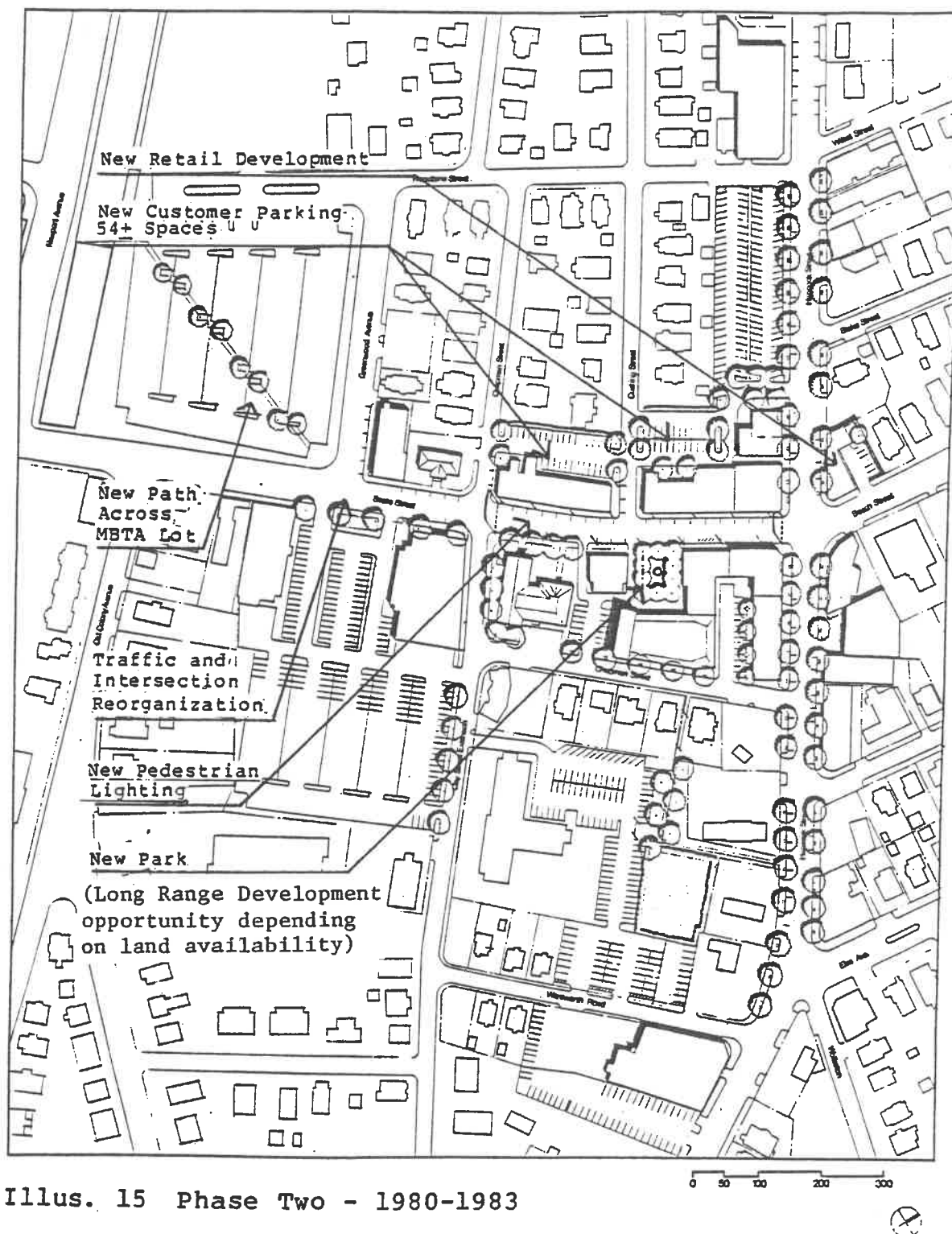
The physical improvements utilized in the previous sections of this report will necessarily be phased depending on 1) availability of funds, 2) availability of land where that is a factor, and 3) community acceptance of the recommendations contained in this report.

Illustrations 14 and 15 divide the physical improvement program into two phases, with Phase One being those elements which can be completed within the next one to two years, and Phase Two improvements being those which are more complex or costly and, therefore, more time consuming. Several other factors are critical in determining Phase One improvements, including 1) The need to provide immediate improvements for customer parking and 2) The need to improve the appearance of Beale and Hancock Streets and sidewalks within existing curb alignments.

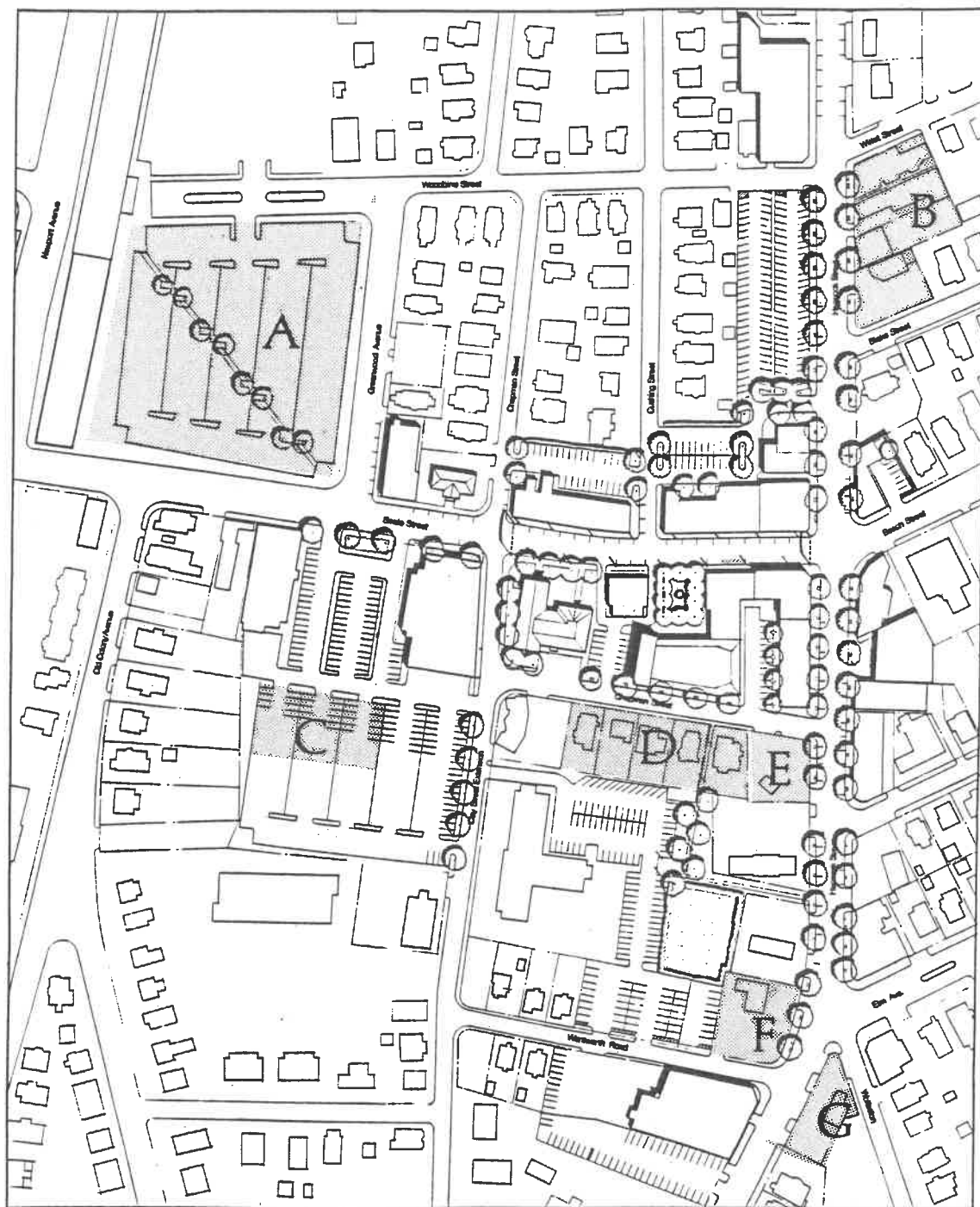
Phase Two continues the same types of improvements but on a more extensive basis involving land acquisition. Phase Two also shows the first major efforts to provide new retail at Beach and Hancock, and traffic flow improvements at the Beale/Greenwood intersection.



Illus. 14 Phase One Improvements (1980)



Illus. 15 Phase Two - 1980-1983



Illus. 16 Long Range (1983+)

Long Range Development and Parking Opportunities

Long range development opportunities exist for a number of parcels within the Wollaston Business District. The parcels in question have a significant potential for expanding the amount of retail space and parking. Attracting new development will depend on many factors such as land availability and the success of phase one and two improvements. The following opportunities are noted on illustration 16:

- A. Mixed use development with structured parking, extending retail continuity from Beale Street to MBTA station. The present surface parking areas afford long term opportunities for recreating an architectural link between Beale Street shops and the Red Line Station similar to that which existed at one time (See Illustration 3a).
- B. Retail shops along Hancock Street with parking provided behind the building.
- C. Auto oriented retail with parking provided in existing underutilized lot.
- D. New customer parking behind the theatre with Chapman Street vacated.
- E. New retail building on Hancock Street.
- F. Underutilized or vacant properties suitable for redevelopment.

Storefront Improvement Guidelines

The guidelines are intended to help property owners and merchants in the rehabilitation of buildings. Facade improvements are best done on an entire block or building to coordinate color schemes, awnings systems, and graphics. The Department of Planning and Community Development will act as a consultant to insure that a compatible treatment of building facades occurs.

Most of the buildings in the Wollaston Business District date from the early twentieth century. Future renovations should respect the original architectural elements, such as cornices, pilasters, lintels, and ornamental surface treatments. If the buildings have been covered by layers of new materials or signs, often a successful facelift can be done economically by simply removing these layers and refurbishing the original surface.

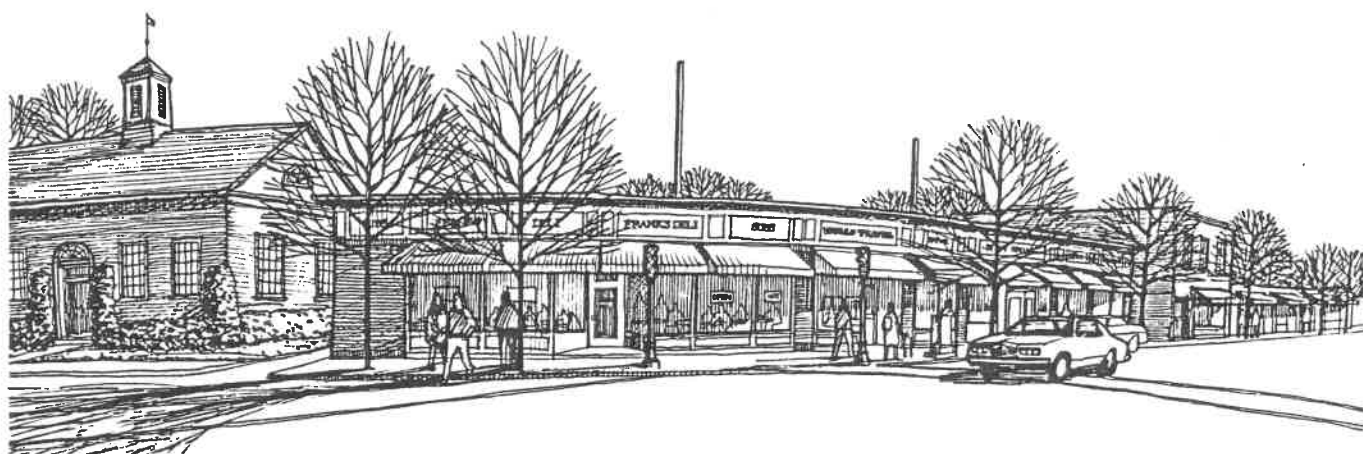
Older buildings have columns or pilasters which extend the facade and the apparent weight of the building to the ground. Obscuring or covering these elements destroys the appearance of stability. New renovations should occur between these structural elements and be designed as infill at the ground floor (see Illus. 19).

These buildings were also designed with a clear termination at the top through a decorative cornice or eave. This cornice should not be obscured or removed unless it is structurally unsound. New construction can be designed to achieve this effect.

One of the important elements of the composition of the facade is the placement of signs. Frequently, newer oversized signs including billboards compete for the attention of the passing motorist. As a result many older business districts have lost the scale and character of the original scene. The older buildings have linear bands above the windows where signs were meant to be placed without obscuring the building. The choice of lettering, color, and size coordinated with the design of the facade can be far more effective advertising than large obtrusive signs.

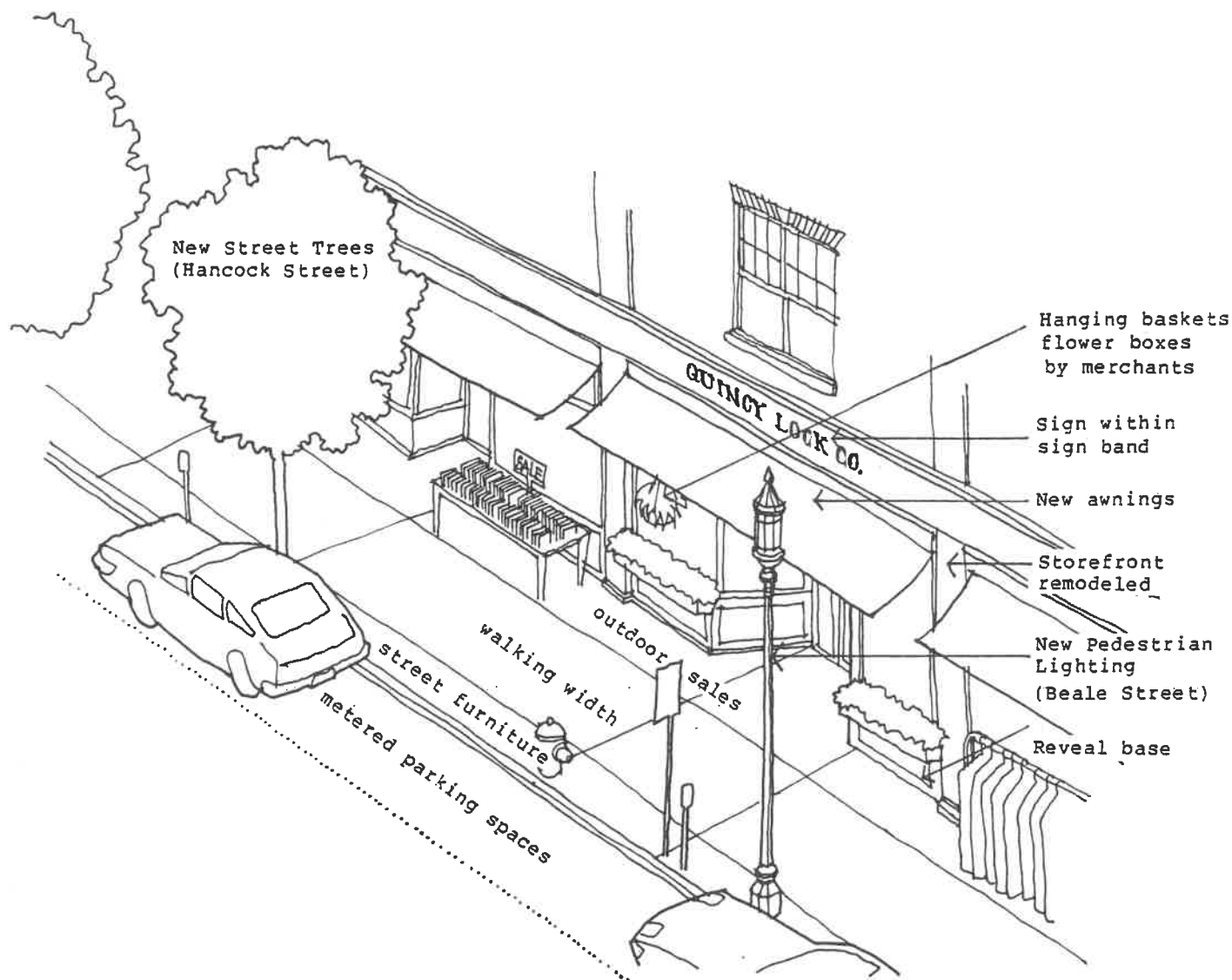


Illus. 17. The corner of Beach and Hancock Streets looking east in 1919. The building remains today but has been modified beyond recognition.



Illus. 18. Storefronts remodeled in a style compatible with the original building.

Awnings are an additional element of the storefront which can shelter pedestrians, shade display windows, and give an identifiable image to the business district. These also must be coordinated with the color of the facades. Traditionally, older buildings which have delicate detail were painted in dark or subtle color schemes. This allowed the intricacy of details to be revealed. Many parts of the facade were left in natural finishes, particularly brick and stone, which can often be restored.



Illus. 19 Storefront and Streetscape Improvements

Implementation

Implementation Strategy

The responsibility for the implementation of the plan lies with the City of Quincy, the Business Association, property owners, and local residents. The process of community meetings, surveys, and newsletters established during this study has attempted to reach a consensus on what should be done. The city can therefore act to implement some of the recommendations. With this consensus the various state and federal loans and grants can also be investigated for potential funding. And perhaps most important, the local business community can invest in private improvements with confidence. It is therefore crucial that the Wollaston Business Association maintain its active role in representing the business community and insure that City funds be directed toward improvements in Wollaston.

The need for a local organization providing leadership is essential in the process of business revitalization which is a long-term effort requiring continuity of interest. Members of the business association, property owners, and local residents who have long-term interests must work with city officials over a period of several years.

The acquisition of federal and state funds also requires an effective local organization. The emphasis of federal and state community assistance programs is upon revitalization of older urban communities. The widespread recognition that energy and other resources are limited has led to policies designed to conserve existing urban areas, rather than reinforce the dual process of suburban expansion and urban abandonment. Given this shift in policy emphasis, older local communities which show a commitment to revitalization and the leadership needed to make effective use of state and federal assistance will be in an advantageous position in terms of receiving the aid which is needed.

Several key actions should be taken at the local level. Many of these actions were discussed at the series of community meetings held during the course of this study.

1. A coalition of interested citizens should continue to meet and discuss the plans for revitalization. The coalition should include representatives from the Wollaston Business Association, the local neighborhood associations, the South Shore Chamber of Commerce, representatives of the city, as well as individual residents and business persons from the area.
2. A core group or steering committee of 5 to 10 people should be formed to provide effective leadership for the local community effort in Wollaston. This group's primary responsibilities would include, among other things:
 - a. liaison with city officials and city council.
 - b. liaison with local merchants, bankers, property owners, and residents.
 - c. overview of further planning and design studies.
3. The local Development Corporation (LDC) established in North Quincy could broaden its membership and activities to include Wollaston. The LDC's purpose is to enable use of loan programs provided by the Small Business Administration (SBA), and to engage in other redevelopment efforts which require resources beyond those of individual merchants and property owners. The LDC requires a 25-member board of directors which can include local residents, business persons, property owners, and representatives of local institutions such as churches and fraternal organizations. The directorship of the LDC should include the members of the local steering committees in Wollaston and North Quincy.
4. An executive director position providing leadership for Wollaston and North Quincy should be established and funded for a minimum of two to three years. Local leadership is a time consuming task for which very few people with full time business and professional responsibilities have sufficient time.

Nevertheless, it is the local leadership which pulls all revitalization efforts into focus. One method for meeting this need is to create a full- or part-time paid position for a local revitalization coordinator. In other contexts, such a position is structured as an executive director position with responsibilities to a board of directors. Several factors are important if such a position is created.

- a. The position should be structured to allow advocacy for Wollaston and North Quincy. This means that while the position may in whole or in part be funded by public sources, it should be independent from city agencies to allow the most effective representation of local concerns.
- b. The position should be filled by an individual familiar with community interests and needs. While other more technical issues can be addressed by the city staff, or consultants, it is essential that the local position be filled by a person who can work with private citizens, elected officials, businessmen, and community leaders in setting up programs of action. This person should have leadership qualities that would inspire others to action.

The City Role

Elected and appointed officials of the City of Quincy as well as representatives of the Wollaston community have shown their commitment to working together by virtue of the existence of this study. The city's future role in the revitalization strategy will be based on a continuation of this commitment and will include specific functions:

- a. assistance to the local community in the form of technical staff time.
- b. funding of public area improvements through programs for which the city has administrative responsibility.
- c. exercise of administrative and legal powers such as zoning, code enforcement, eminent domain, police protection, and parking regulations enforcement.

The State and Federal Government Roles

The role of the state and federal governments in revitalization is primarily to support the efforts of the local community through a coordinated set of policies and assistance programs. As stated before, the increased emphasis upon conservation of older urban communities has generated a number of programs which should be pursued for Wollaston. During the course of this study, a number of these programs have been discussed and are summarized below.

1. State Programs

Many state funding programs are tied in some way to federal funding programs outlined in the following section. However, the state provides an extremely useful resource in terms of securing the federal funds. In addition the Commonwealth offers several implementation programs which provide grants, financing, or tax incentives to assist community development.

- a. The Urban Self-Help Program provides funds for acquisition of land to be used for urban open space. The funds are for 80% of the acquisition cost.
- b. The Massachusetts Council on the Arts and Humanities is a private, non-profit organization in the office of Educational Affairs. This organization provides funds for arts or humanities projects.
- c. There are a number of programs that provide financial incentives to business, industry, and housing development in the Commonwealth by forming money pools or by subsidizing loan interest rates. These include: Massachusetts Industrial Finance Authority (MIFA), The Massachusetts Community Development Finance Corporation (CDFC), The Massachusetts Capital Resource Company (MCRC) and the Massachusetts Housing Finance Agency (MHFA). The Massachusetts Department of Commerce and Development should be contacted for additional information. The recent designation of Wollaston as a commercial area revitalization District (CARD) qualifies the area to write bonds at low interest to finance improvements. After approving a plan and budget the merchants and property owners may fund improvements with low interest loans.

2. Federal Programs

- a. The Urban Development Action Grant Program (UDAG) is available to towns and cities for public improvements which are needed in order to secure major private investment - in effect, a joint public-private investment strategy.
- b. The Urban Mass Transit Administration (UMTA) provides funds for transit-related improvements. UMTA/MBTA funds can be used for limited streetscape improvements along Hancock and Beale Streets, such as bus shelters, bus pull-off areas and other improvements related to bus service.
- c. The Economic Development Administration (U.S. Department of Commerce) provides funds under several loan and grant titles which could be used in Wollaston. The Local Public Works Capital Development and Investment Program provides grant money which can be used to fund infrastructure improvements which are needed. Specifically, the cost of relocating overhead electrical lines may be eligible under such an EDA grant.
- d. The Heritage Conservation and Recreation Service was created to promote a broad range of conservation and recreation activities. The Urban Parks and Recreation Recovery Program is designed to revive and rebuild parks and recreation facilities.
- e. The U.S. Department of Transportation through Urban Systems Grants provides funding for improvements to an existing roadway system. The funds can be used for associated improvements such as street trees, lighting, and walks.
- f. Small Business Administration 502 loans to Local Development Companies (LDC) can be used to finance acquisition, construction, conversion or expansion. The LDC contributes 10% of the funds. Commercial strips in older stable neighborhoods such as Wollaston are targeted for such loans.

Costs

The table lists all the recommendations in phase one and two and identifies approximate costs in 1979 dollars. This list is not meant to imply that all the recommendations must occur in either phase to make revitalization successful. These are order of magnitude costs for improvements which should enable the community to pursue various items depending on available resources.

DESCRIPTION	UNIT COST	NUMBER	TOTAL
PHASE ONE IMPROVEMENTS			
Facade improvements (includes the removal of applied facades and inappropriate signs, restoring original motifs, painting, and new signs. By: Property owners and merchants assisted by matching funds from the City of Quincy (20-80).			\$ 1,000-5,000+
Street trees with grates on Hancock Street at 50' o.c. By: City of Quincy and/or private funds	\$ 800	43	\$34,400
Construction of 54+ new customer parking spaces behind Beale Street shops			
a. acquisition costs (includes two houses and one land taking);	Not available		
b. construction (includes landscaping and pedestrian walks adjacent to buildings).	\$1,000/ space	54	\$54,000
By: City of Quincy			
Pedestrian path from elderly housing on Clay Street to Chapman Street (includes trees, benches, and pedestrian lights). By: City of Quincy	\$ 60/ L.F.	230'	\$13,800
Modification of parking area behind Hancock Street shops for customer use (includes pedestrian walks on both sides and trees. By: Adjacent property owners and merchants.	-	-	\$15,350
Gateways on Beale Street By: City of Quincy	\$5,000 Each	2	\$10,000
Street trees on Chapman and Clay Street extension. By: City of Quincy	\$ 500	10	\$ 5,000
Community Gardens By: Quincy Housing Authority	-	-	\$13,000

Temporary landscaping of vacant parcel at the corner of Hancock and Beach Streets	\$ 8/ L.F.	190'	\$ 1,620
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By: City of Quincy or private funds

New signs on Hancock Street announcing the entries to Wollaston Center Business District.	\$ 500	2	\$ 1,000
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By: City of Quincy or merchants

PHASE TWO IMPROVEMENTS

Bus shelters, utilizing special design which provides income through advertising.	\$2,000 Each	6	\$12,000
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By: City of Quincy, MBTA or private funds

New urban park on Beale Street

a. acquisition of one house on Chapman Street;	Not available		
b. construction of park	25/S.F.	7,700 S.F.	\$195,000
c. new bank parking	\$1,000/space	14	14,000
			<u>\$209,000</u>

By: City of Quincy

New pedestrian-scaled street lighting on Beale Street between Hancock and Clay Streets extension at 60' o.c.

a. post top fixtures	\$2,500 Each	15	\$ 37,500
b. electrical conduit			

By: City of Quincy

Pedestrian walkway from Beale Street diagonally through MBTA lot to red line station, includes paving, curbs and trees.	-	-	\$ 19,500
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By: MBTA

Traffic and entry reorganization at Beale Street/Greenwood Avenue intersection, includes new curbs, paving, landscaping.	-	-	\$ 12,500
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By: City and property owners

Redevelopment of vacant parcel at the corner of Hancock and Beach Streets with 3,000 S.F. one-story commercial building.	-	-	\$150,000
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By: Private redevelopment

Appendix

1. Newsletter dated 13 March 1979
2. Newsletter dated 18 April 1979
3. Economic Analysis by J.L. Schatz Research, Inc.
4. Preliminary Schemes A-D
5. Wollaston Resident's Survey

WOLLASTON BUSINESS DISTRICT NEWSLETTER

Vol.1 Number 1

March 13, 1979

what's happening with the revitalization study in Wollaston

GROWTH SEEN FOR WOLLASTON CENTER

The conclusions of the first phase of the Wollaston revitalization study indicate good potential for business growth in Wollaston and the need for an expanded role for the Wollaston Center Business Association. Sasaki Associates, Inc. and J. L. Schatz Research, Inc. made their first report at the Methodist Church on Beale Street on Tuesday evening, March 13. The key finding is that Wollaston Center has potential for greater sales, but is hampered by inadequate parking, traffic congestion, and underused properties in prime locations. The Wollaston Center Business Association can help to correct some of these problems by setting priorities on objectives and working with local merchants, residents, and city officials to implement specific programs.

Wollaston Center is well-located to serve the convenience shopping needs of 40,000 residents of Wollaston and North Quincy. Hancock Street, Beale Street, and Newport Avenue provide direct vehicular access from the surrounding neighborhoods and serve as public transit routes leading to the Wollaston Red Line station. An analysis of customer origins of several retailers was carried out cooperatively by the Wollaston Center Business Association and the City of Quincy Planning Department under the direction of Mr. Schatz. This analysis showed that some Wollaston retailers draw up to 85% of their sales from Quincy customers who live north of the Furnace Brook Parkway, while others derive over half their sales from outside of this area. This diversity in customer drawing power is a good indication of the area's strength and suggests that a wider market can be tapped. On the other hand, surveys have shown that 11% of nearby residents do little or none of their convenience shopping in Wollaston and that Milton, with few stores of its own, is a potential source of shoppers if access over existing streets is improved.

Wollaston will lose out to competing areas unless it corrects its own deficiencies. Downtown Quincy is gaining better highway access, new offices, and stores and the North Quincy Business District has also organized to make a number of improvements. Food, drug, liquor, and restaurant establishments are sources of retail strength in Wollaston, although inadequate parking, street congestion, poor lighting, and the absence of apparel stores limit the area's attractiveness.

An opinion survey was made of Wollaston business operators by the Wollaston Center Business Association and the Quincy Department of Planning and Community Development under the direction of Mr. James E. Lydon. The survey was analyzed by J. L. Schatz Research and revealed that Wollaston has a strong group of mature and experienced businessmen. However, some of the stores have become rundown in appearance and store hours vary widely. Many merchants have had little time to devote to their Business Association. Continued and increased support for the Business Association will be a key element in assuring the usefulness of the current revitalization study and will guarantee effective follow-through on its key recommendations.

NOTE: If you have any comments or specific concerns on the future of Wollaston Business District, please note them on the plan of the reverse side of this sheet and return to: James E. Lydon, City of Quincy, 55 Sea Street, Quincy, MA 02169

WOLLASTON BUSINESS DISTRICT NEWSLETTER

Vol.1 Number 2

April 18, 1979

what's happening with the revitalization study in Wollaston

PHASE TWO PROGRESS REPORT

The Wollaston Business District has the potential to provide greater services to the community and to be a more attractive environment for shopping. The preliminary conclusions of Phase Two of the Wollaston Business District Revitalization Study were presented by Sasaki Associates, Inc. at the Methodist Church on Beale Street on Wednesday evening, April 18, and included a review of parking problems in the area, redevelopment opportunities, and beautification possibilities.

Parking

The City of Quincy Department of Planning and Community Development, conducted a parking survey in Wollaston Center between March 23 and 31, 1979. The survey was designed to determine the amount of parking available for the various businesses and to determine how efficiently these spaces were utilized. A commonly held opinion of the local merchants and shoppers is that the existing parking is inadequate and is the primary deterrent to shopping in the area.

A preliminary analysis of the parking survey reveals several important observations:

- The on-street spaces along Beale and Hancock Streets are the primary source of customer parking for a majority of the businesses in the area. The number of spaces is not sufficient to meet the parking demand and the larger parking lots adjacent to the Purity Supreme, Capitol, and First National supermarkets are probably not considered convenient enough to serve the smaller shops.
- Based on the survey results, the on-street parking along Beale and Hancock Streets appears to be used primarily by customers, with all-day parking being a relatively minor problem.
- The parking lots serving the supermarkets, Friendly's and Kentucky Fried Chicken appear to have adequate capacity to serve these businesses and, in some cases, have excess capacity.

This analysis indicates a need to construct new off-street parking in locations which serve the Beale/Hancock Streets businesses. Several possibilities are proposed in the redevelopment plans presented in the April 18 meeting.

Redevelopment Opportunities

Four alternative schemes appear possible for providing new parking in Wollaston Center and for creating new business opportunities. The schemes, presented to the Wollaston Center Business Association, are available for viewing at the Granite 5 and 10 store, Beale Street near Hancock Street. The schemes highlight several areas where redevelopment should be considered:

- New parking could be created along the rear of businesses along the north side of Beale Street.

- The existing theatre could become a combination cinema/shopping arcade, but would require a new parking lot to the south along Chapman Street.
- Alternatively, the existing cinema could be demolished to make room for a new parking area.
- The existing parking lot adjacent to the First National supermarket could be reorganized to improve traffic circulation in the area, and removal of the auto repair shop would allow for more efficient use of the entire zone for customer and employee parking.
- The vacant parcel at Hancock and Beach Streets could be developed as a business site and could include limited parking.

Each of the alternatives requires different amounts of land acquisition, traffic circulation changes, and new construction. The consultants seek responses to the schemes from merchants, residents, and landowners to aid in refining the plans for the next community meeting to be held in May.

Beautification and Sidewalk Improvement

The Wollaston Business District is fortunate to have a unified group of shops along Hancock and Beale Streets. There are few vacant shops or demolished building sites to detract from the area, and for these reasons, the following improvements could enhance the area significantly:

- Historical lights could be installed along both sides of Hancock and Beale Streets to both improve the lighting and create an identifying theme for the area.
- Street trees could be planted at several locations to distinguish the area from other areas along Hancock and Beale Streets.
- Storefronts could be improved by removing applied fronts, restoring original architectural features, and simplifying signs. Awnings could be installed to add color and provide weather protection.
- New bus shelters, benches, trash containers, and other furnishings could be added for the convenience of shoppers.

Final recommendations for beautification will be presented in the community meeting scheduled for May.

Comments and suggestions regarding the material presented in the April 18 community meeting should be directed to Mr. James E. Lydon, City of Quincy Department of Planning and Community Development, 55 Sea Street, Quincy, MA 02169.

ECONOMIC ANALYSIS

by J.L. Schatz Research, Inc.

Directions for Action

A. Merchandising

Assortments should appeal to residents who are mainly middle income and higher, and home owners with larger than average families.

Assortments should appeal to daytime working populations at offices, industries, and schools.

Advertising and promotion should be directed to these markets located in Quincy north of Furnace Brook Parkway.

Advertising and promotion should be conducted both by individual businesses and by group effort.

Retail and service businesses should strengthen assortment, store appearance, and service.

Hours of operation should be more uniform between businesses.

B. Tenant Mix

Add clothing stores.

Add shoe store.

Add theater.

C. Access and Parking

Provide more parking spaces.

Administer parking for most effective customer use, not for all day parking.

Expedite traffic on Adams and Beale Streets.

Provide weather protection at main bus stops.

Improve bus schedules.

Advertise and promote use of public transportation.

D. Improve physical plant

Individual stores should renew exteriors and interiors.

Improve street lighting.

Enhance attractiveness of retail area.

Snow and trash removal should be expedited.

E. Organization

Priorities should be assigned to projects felt to be mutually beneficial.

These projects may be carried out by individuals, the Wollaston Center Business Association, and the City of Quincy.

Separate committees should be formed to press action on a limited number of top priority projects.

A method of communication should be published to advise members and the public of Association activities.

This might be by a newsletter or by a special column in local papers.

Population

Residents

Quincy is fortunate to have a growing population. The 1970 to 1980 period shows growth of 4-5,000 persons. This will bring the City total to 92-93,000 in 1980.

This is equal to the numerical growth of the prior 20 years, when population increased from 84,000 in 1950 to 88,000 in 1970. Projections of continued increase anticipate 95,500 by 1990.

We would expect that the North Quincy and Wollaston areas would share in these increases proportionately.

The upward trend has occurred due to creation of new housing. Multi-family dwellings have formed the bulk of new units, added at about 500 units per year. About one-third of these have been housing for the elderly, including one high rise in the Wollaston business district.

The proportion of Quincy residents 65 years and over is probably close to 15% now, compared to 11% in the general population. This is a small difference and signifies that customer needs are likely to be average than special in the Wollaston area.

Wollaston and North Quincy form the main trade area for Wollaston Center businesses. These parts of Quincy which are located north of Furnace Brook Parkway have about 40,000 residents. Of this total about one-third, or 13,000, are located west of the MBTA tracks and Newport Avenue. The larger portion, two-thirds and 27,000, are located from the tracks to the Atlantic Ocean.

Compared to downtown Quincy residents, Wollaston/North Quincy residents have a little higher income, larger family size, more home ownership, more white collar occupations. Those of foreign background tend more to be Canadian or Irish compared to Italian for downtown.

The significance of this is mainly that Wollaston businesses have a stable or growing middle income

customer base to serve. These suburban families have daily needs to satisfy and the earning power to do so. They will patronize whatever supplier provides the best mix of product, service, and convenience.

Workers and Passers

Estimate of employment by the Central Transportation Planning Staff of the Metropolitan Area Planning Commission show Quincy employment of 35,000, or equal to 38% of city population. Compare 42% for the whole Boston Metro area. This means that more people go out of town to work than come in.

But there is still a substantial daytime population who work in Quincy and live elsewhere. The Wollaston/North Quincy area is residential rather than industrial, and so the pool to draw from is not great. Yet we believe that close to 10,000 people work in this trade area. They concentrate in the State Street South office area, some industrial plants, the Jordan Marsh warehouse, and in the retail and service businesses of North Quincy and Wollaston, as well as in the public and private schools.

Many of those who are in Quincy during the working day are potential shoppers wherever the businesses provide the products, services, and convenience mentioned above. These potential shoppers will at times seek out suppliers. But they may want to use their cars, so that the aspect of traffic and parking ease becomes the convenience factor for them. Difficulty in this is an inhibitor to patronage.

Hancock Street traffic clearly takes many potential customers through the Wollaston Business District each day. This is close to 14,000 vehicles a day. This puts Hancock Street among the more heavily travelled non-expressway roads in the Boston area.

These two sources of business for local stores, in addition to residents, should be sought as customers by Wollaston businesses.

Trade Area

The primary trade area for most Wollaston Center businesses is the north part of the City of Quincy, from Furnace Brook Parkway north to the Neponset River. From Beale Street this is one mile north and one-half mile south. The primary trade area of a retail business is defined as the area from which it draws about 80% of its customers.

We know from discussion with members of the Wollaston Center Business Association that this is the usual trade area, and from making maps of actual customer addresses for several representative stores.

The types of stores in Wollaston Center are largely neighborhood oriented. It is natural for a neighborhood shopping center to attract and support stores that get frequent visits from patrons. Frequent visits are usually made close to home.

So, we have a concentration here of food stores, both supermarkets and specialty food stores. The supermarkets are represented by three chains. Capitol until recently had its headquarters in Quincy and many of its stores are on the South Shore. Purity Supreme has its office in Chelmsford and stores are mostly within 100 miles. First National is now a division of a chain with headquarters in Cleveland. Local management is directed from Windsor Locks, Connecticut.

Extent of Trade Area -
Selected Retail Businesses

Store	Percent of Customers Who Come From:					Sample Size
	Quincy North of Furnace Brook*	Quincy South of Furnace Brook	Total Quincy	Outside Quincy	Total	
Capitol Supermarket	85	8	93	7	100	-
Keene's Pharmacy	78	18	96	4	100	144
Delano Camera	64	21	85	15	100	173
Wollaston Florist	45	28	73	27	100	232

*That is, from Wollaston and North Quincy

Most customers who patronize Wollaston businesses come from Quincy, north of Furnace Brook Parkway. Certain types of business and services are not so "neighborhood" in character, and deal with customers from many nearby towns, as well as from Quincy.

The table above shows a range of experience from a high of 85% to a low of 45% of customers drawn from North Quincy and Wollaston. The balance of customers come from the Quincy Center area and other towns.

Eleven of 53 retailers identified in the Wollaston Center are food retailers.

Eating and drinking places are nearly as numerous, with ten stores. There are a number of chain units, like Friendly and Kentucky Fried Chicken. Others are individually owned. Four drug stores and a liquor store are also considered convenience stores.

Six gasoline stations are convenience facilities.

In the service business category, there are 12 barbers and hairdressers, five banks, and three funeral homes. We note also a federal post office and a Quincy City library in the Wollaston Center area.

While all these are the kinds of businesses and services that tend to cater to nearby patrons, this does not mean that they do not have customers from more distant parts of Quincy and from out of Quincy, or even from out of state.

Some of the businesses are more widespread in their dealings. These would include the insurance or medical professionals, the travel agents, and a camera shop. These businesses may draw half or more of their trade from outside the Wollaston/North Quincy area.

Wollaston is and has been a stronger shopping area than North Quincy. In 1972 a survey of residents of Wollaston and North Quincy was made by the Quincy Planning Department. A good sample of 250 persons was interviewed in each of these two neighborhoods.

North Quincy residents reported that they divided convenience shopping between North Quincy, Wollaston, and downtown Quincy. Wollaston residents also divided convenience shopping, but this was between Wollaston and downtown, with very little occasion to go to North Quincy. With no supermarket in North Quincy, and three in Wollaston Center, this division of shopping is probably as true in 1979 as it was in 1972.

The extent of the Wollaston trade area gives us an idea of the total dollar volume of sales that are available to businesses located in the Wollaston business center.

For the convenience retail businesses, the 40,000 North Quincy and Wollaston residents spend in a year at food stores \$41 million; at gasoline stations \$11 million; at apparel stores \$7.4 million; at eating and drinking places, \$15 million; at drug stores, \$4.7 million; at other small stores, \$20 million. These figures do not include spending for lumber, hardware, department stores, furniture stores, and automobiles. Day-to-day service purchases would come to about another \$7 million a year.

Another benefit of knowing the trade area is that promotion can be directed specifically to prospective customers. If and when Wollaston Center businesses wish to advertise, they should direct their effort and spending to the nearby trade area. However, there may be occasion when new trade areas may wish to be developed. The adjoining City of Milton would appear to provide a potential market. However, as noted below, certain problems of access will have to be overcome first.

Wollaston Variety and Competing Retailing

The variety and quality of Wollaston Center businesses give the Wollaston Center a strength and advantage over other nearby business districts. The degree to which this advantage translates into profitable sales depends on shopping ease and merchandising skill. Cooperative effort can help enhance both of these.

The North Quincy business district is convenient for those living near it, which is about 20,000 persons, or half the primary trade area for Wollaston stores. But several problems put North Quincy at some disadvantage compared to Wollaston.

One is the distance of Billings Road from the North Quincy MBTA station. Those who drive to that station can come and go without passing Billings Road. In Wollaston, the station is closer to the stores.

The second problem for North Quincy is the absence of supermarkets. Wollaston, in contrast, has three. Supermarkets are visited once or twice a week by most households. Most of the trade area families, therefore, have one or more family members in Wollaston Center once or twice a week. We note also that there is a fourth supermarket in the area, the Stop & Shop on Newport Avenue.

In Wollaston the liquor store, post office, churches, small food stores, beauty parlors, drug stores, and banks are also places of frequent visit by customers.

The combined impact provides a ready traffic source for these and all other businesses. In shopping centers, the large department stores are the anchors or magnets. Other stores serve the traffic that the big stores generate. In Wollaston the supermarkets provide that function. The degree to which other stores attract shoppers from this pool depends on their individual and combined appeal and skill.

A striking footnote to this is in the 1972 shopper survey. One finding of that survey was that 11% of Wollaston residents never shop in Wollaston, even for "incidentals", or convenience goods. And 82% never shop in Wollaston for "more costly items". The latter is understandable, because there are not many stores of that type in Wollaston. But the 11% figure hints to us that there is potential that Wollaston stores can and should go after.

The South Shore Plaza is the strong nearby shopping center for department store goods and fashion specialties. Quincy Center is also working at maintaining its position as a shopping center. In 1972 the U.S. Census Bureau reported South Shore Plaza sales for the year at \$81 million, while Quincy Center sales were \$64 million.

With inflation and changes of tenants and other physical features, South Shore Plaza may be doing close to \$160 million in 1979. Quincy Center may be at \$100 million. These centers have many convenient stores as well as fashion retailers and higher priced specialty categories.

Planned development for the downtown includes a new highway link to Routes 3 and 128, hotel, offices, and new retailing. These when built will increase the attraction of downtown to Quincy residents and non-residents. Wollaston should do its own betterments to offset this coming diversion.

These centers described above will always skim business from Wollaston Center. How much depends on Wollaston businessmen. I was impressed in visiting Wollaston stores with the strengths I observed. Here a number of entrepreneurs have grown and expanded in recent years. Here are a number of chain stores who find Wollaston productive for their units compared with many other neighborhoods that they serve. This also tells us that the market has potential and vitality.

The listing of businesses in the area in the attached table shows that some categories are not well represented. This has been noted by the business people in their response to the recent Wollaston Business Association Questionnaire. Needed businesses include clothing, shoes, and movie theater.

KINDS OF BUSINESSES IN WOLLASTON CENTER

Total - 117

53 Retail	36 Consumer Services	26 Professional Services	2 Other
4 Building/ Hardware	12 Beauty/ Barber	10 Real Estate/ Insurance	1 Beauty Supply
1 General Mdse.	5 Financial	10 Medical	1 Organization
11 Food	2 Cleaner- Laundry	1 Business Service	
3 Automotive	3 Funeral	5 Other	
6 Gasoline	2 Travel		
2 Apparel	2 Photo		
3 Furniture- Appliance	2 Appliance Repair		
10 Eat-Drink	2 Schools		
4 Drug	1 Motel		
9 Misc.	1 Auto Wash		
	4 Misc.		

Present Character of Wollaston Business District and Potential for New Business

As noted, the Wollaston Business District has a number of advantages. Yet there are also disadvantages that deserve effort to counteract.

Advantages include location near a sound population base, good street access, public transportation, a good mix of frequently patronized convenience stores and services, few if any inconsistent kinds of occupants, and an alert group of merchants and professional specialists.

The crossroads of Hancock and Beale Streets is a natural intersection providing easy access to and from all four directions of the compass. Newport Avenue could be a mixed blessing. It is a bypass for Hancock, and therefore takes traffic away that otherwise would pass the many stores that front on Hancock Street. For many hours of the day, anyone wishing to come east on Beale from Newport has to face traffic, congestion, and very likely, annoyance. This is a serious problem.

I wondered why the people of Milton do not appear to come to Wollaston more to shop. When I tried to drive along Beale Street and saw the lights, stops, and aggravation, I understood. Milton is seriously understored. Its people have to go elsewhere for most shopping. Yet access to Wollaston which is close in distance is difficult in time and patience.

Milton has population of 27,000. Most of this number are located close to Wollaston. This source of potential business should be wooed by making the drive from Milton to Wollaston easier.

Public transport is good, but perhaps not as effective as it could be. Four bus lines converge in Wollaston that reach to all parts of the trade area. With gasoline likely to have doubtful supply, these bus lines could become an ever increasing asset. Their use could be encouraged by enhancing the physical comfort of boarding through weather shelters and waiting chairs. Merchants could find a way to pay for fares.

The schedules and routes could be publicized by signs and handouts financed cooperatively by the Wollaston Center Business Association and the bus company. Schedules could be improved if appropriate through joint action.

The Red Line parking lot serves to take up space on Beale Street, while failing to really bring T patrons to the stores. Some method should be found to tie the traffic to the station more closely to the stores.

The closing of the Wollaston theater removed an attraction from the center. This loss should be remedied. The layout and space use of the present theater is awkward and fails to take advantage of the potential available. Intensive use for the theater, stores, and offices that are possible should be undertaken by competent investors.

Disadvantages of Wollaston Center include lack of parking, some unesthetic store and streetscape, some weak businesses, and until now, failure of the merchants to adequately cooperate for their own benefit. Fortunately, most of these are physical and correctable by individual initiative and joint effort.

All older business centers have parking problems. Wollaston's problem is not imaginary, but real. Parking became more of a problem when the elderly highrise building was erected using space that had been public parking. Many of the individual larger businesses have parking for their patrons. But the result is fragmented.

Parking became more of a problem as the community acquired more vehicles and reduced its walking. And finally, it may be that faulty administration of the parking that exists contributes to the problem. This has to be tackled and solved or conditions might worsen.

The appearance and condition of store fronts and streets are controllable by individual and group action. This planning project of which this report is a part is a result of awareness of the problem of drift and inaction. The solutions will come from internal discontent, setting priorities, and concentrating energies and investment on a series of activities to achieve objectives.

Vigorous activity by the Wollaston Center Business Association should generate substantial benefits for all participants.

Wollaston Center Business Association Survey

In October 1978 the Wollaston Center Business Association launched a survey of Wollaston business operators as part of the reorganization of the Association. Twenty-six responses were received by mail. In January 1979, the Quincy Department of Planning and Community Development went door to door and obtained 28 more interviews.

The resulting total of 54 interviews provides useful information from about half the total of Wollaston Center businesses. The information covers factual material, as well as opinions.

The number of employees reported by each firm shows that Wollaston Center businesses are predominantly small, with 60% having one or two full-time employees. This suggests to us that the Center business community consists of independent thinkers and operators whose main concerns are their own operations. They may have little time for organization affairs. They may find that their own economic and family matters are more than a full-time job.

The number of years in business of these firms and business people has a wide range from under one year to 58 years. More than half the respondents to the survey are in business 11 years or more. So we find here a strong group of mature and experienced businessmen. This tells us that these people are likely to have tried many things, seen many problems, and promises, and have become resigned to conditions that they appear unable to change. At the same time, they represent a wealth of skill and experience that can benefit the newer operators, if shared, and that can serve a wider public, if given the opportunity.

The hours of operation of these businesses vary widely. Some of this is due to differences in type of business, such as banks, restaurants, and pharmacies. But the fact that there are 26 different business hour schedules among 54 operations could be a sign of independence drawn to a confusing conclusion. How do shoppers know who is likely to be open and who is not.

What image of the Center does this convey. Some resolution of the store hour problem can be taken up by the Association.

It is encouraging that the business people recognize the benefits that the Association can provide. There is conviction that group action can get things done to help business and the community. There is desire to share ideas, help each other, solve problems, improve the physical environment and stores, and keep informed of what is going on. If this enthusiasm and constructive feeling can be brought to focus, useful progress will be made.

The developments desired for the Center focused on physical aspects, with more parking availability leading the list (mentioned by 15 of 54 respondents). Other development mentioned by three or four persons were: traffic control, more attractive store fronts, trees and benches, and attracting new and varied business.

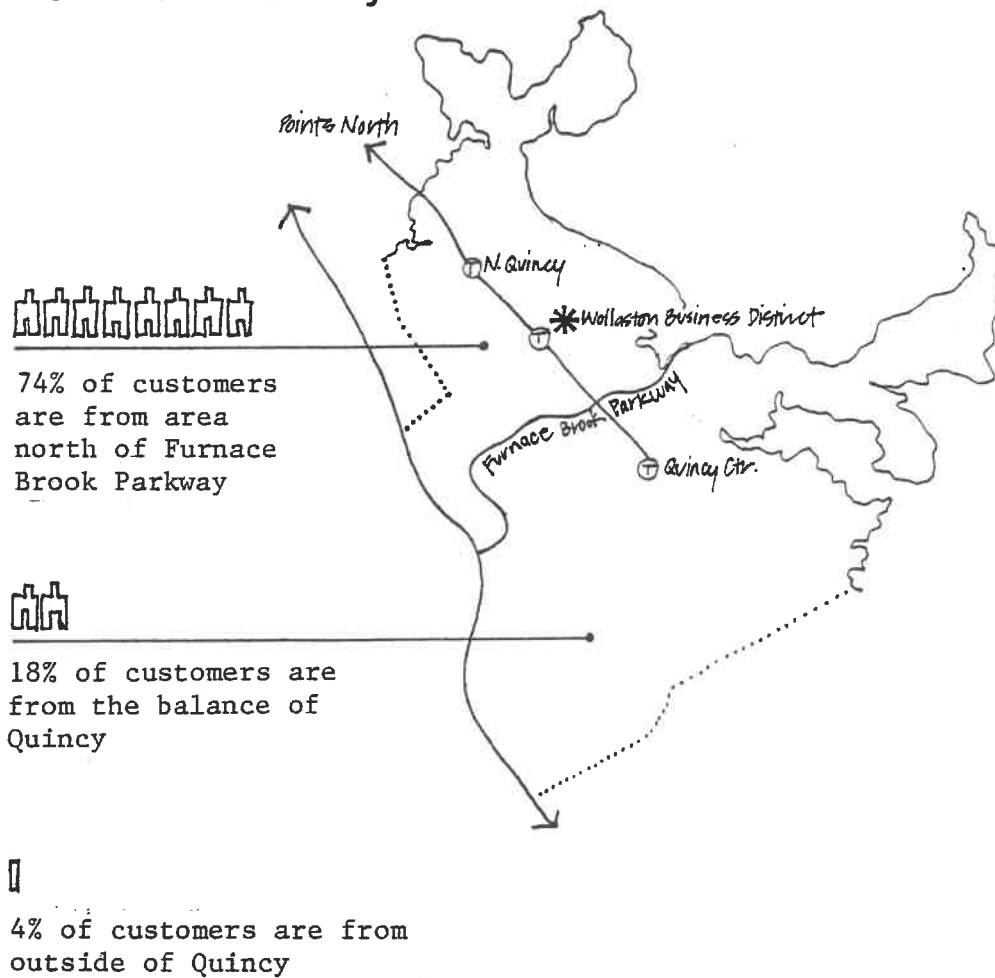
A sign of the initiative and aggressive attitude by some respondents is the fact that 12 out of 54 now have plans for expansion or renovation. In addition, half the group are interested in obtaining low-interest loans.

Many suggestions for improvement dealt with the look and equipment out on the street. Interest was expressed in trees and flowers, benches, better lighting, trash receptacles, renovation of store fronts, less gaudy signs, and trash prevention.

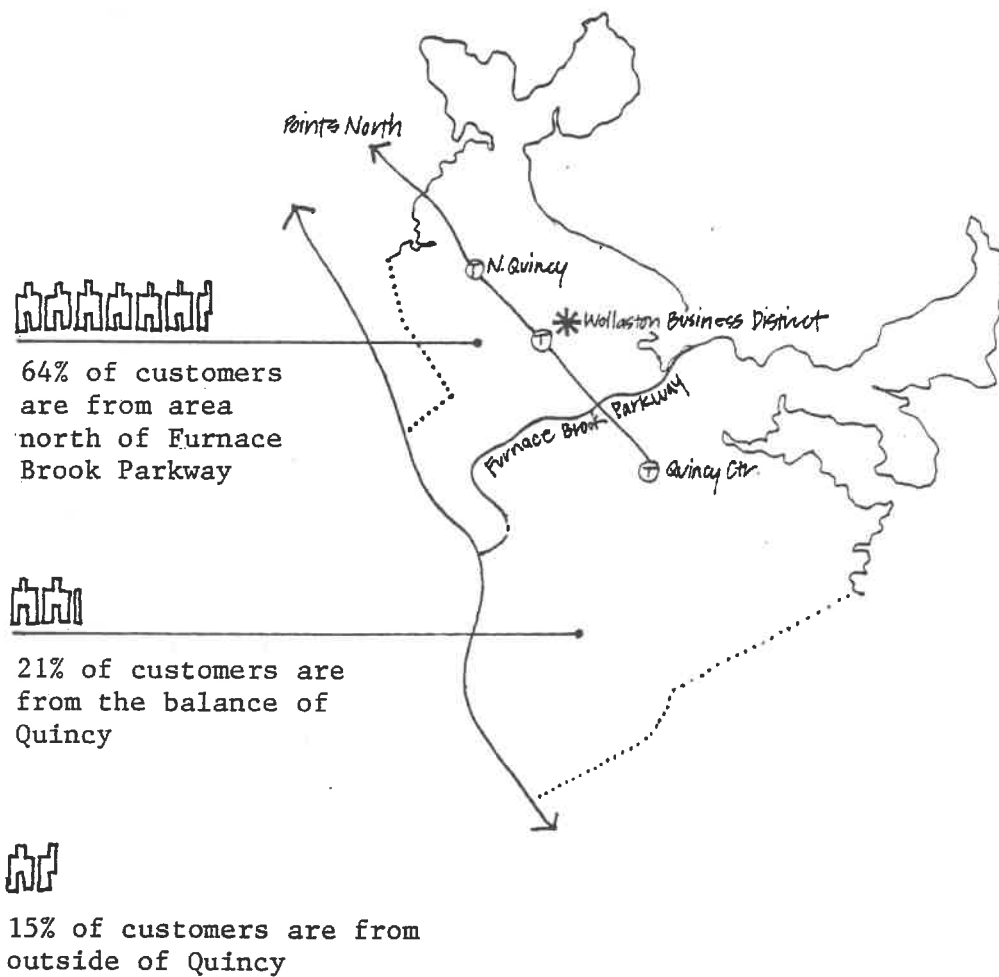
The intensity of interest in physical exterior changes was solicited by a scale of importance on a final question. Highest importance was given to adding parking by 40 of 54 responders. Improved lighting was next, with 17 giving this highest importance. Lesser weights were given to community involvement with business, new trash receptacles, and Christmas lighting.

Keene's Pharmacy

Market Area Analysis

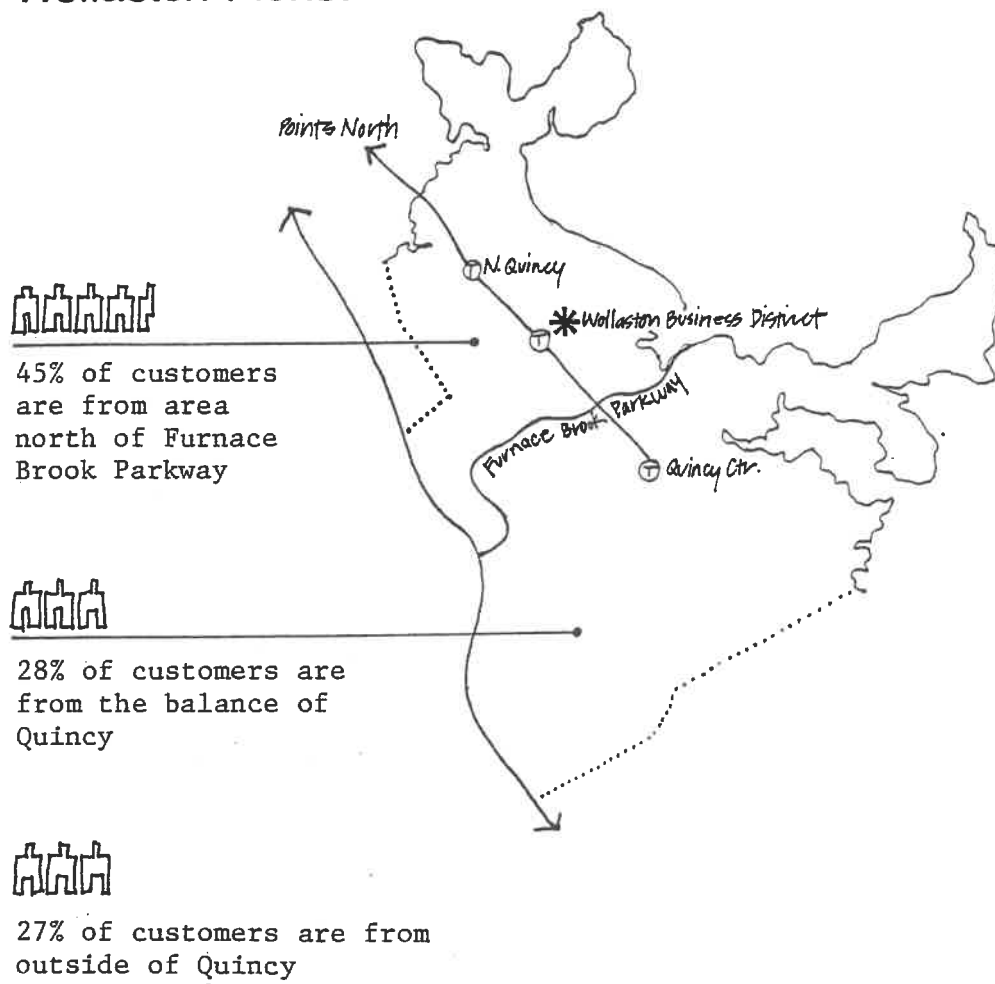


Delano Camera



Wollaston Florist

Market Area Analysis



SUMMARY DESCRIPTION OF ALTERNATIVE REDEVELOPMENT SCHEMES A-D

Four schemes have been prepared to illustrate the potentials for new parking in Wollaston Center and for new retail development. A brief description is provided below along with summary comments on the advantages and disadvantages of each scheme.

Scheme A

This scheme provides for a restructuring of the large lot at the First National store in order to create a space for employee parking for all businesses along Hancock and Beale. Furthermore, the scheme converts two areas, one behind the shops north of Beale and the other adjacent to the theatre, into customer parking areas.

Advantages

1. The parking supply for customers is increased significantly (an increase from 90 to 149 spaces).
2. The functioning of the First National lot is improved, particularly at its intersection with Beale Street.

Disadvantages

1. Land takings are required from two residential properties between Chapman and Cushing Streets.
2. The new off-street parking is fractured into several small lots which makes finding a space difficult.

Scheme B

Scheme B creates a consolidated parking area on the old theatre site, and shifts the present bank parking off Beale Street to Chapman Street. New retail is constructed in place of the bank parking lot.

Advantages

1. A centralized parking area is created in place of the fractured lots in Scheme A. The lot can serve the many small businesses by constructing rear store entries and arcades through to the street. The amount of parking is increased from the existing 90 spaces to 176 spaces.

Disadvantages

1. The removal of one residence and the theatre along Chapman Street is a disadvantage, particularly since the theatre has potential for attractive rehabilitation.

Scheme C

Scheme C creates a rehabilitated theatre structure with shops and a small cinema, and provides the necessary parking in several locations. A new parking area is located to the north of Beale Street and in areas flanking the theatre (one for bank parking). A one-way parking street is proposed for Chapman and Beale Streets, and the existing bank parking is converted to a small park area. The existing vacant lot at the corner of Beale and Hancock Streets is converted to a business site with a small amount of parking to the rear.

Advantages

1. The addition of retail/entertainment facilities in the existing theatre, and the creation of a small park would give the Wollaston Center a new focus that would benefit the entire area.
2. While parking is still somewhat fractured in this scheme, it is available in sufficient quantities to meet the needs of existing and proposed retail facilities.

Disadvantages

1. The parking areas north of Beale impact the adjacent residences, and require the removal of two buildings. Similarly, one residence is lost along Chapman Street.

Scheme D

This scheme is similar to Scheme C in that it takes maximum advantage of the existing theatre. The primary difference is that parking is consolidated into one lot in the Chapman Street area.

Advantages

1. This scheme has the same environmental benefits of Scheme C, plus it creates a centralized parking area which is readily accessible to the rehabilitated theatre and shops along Beale and Hancock Streets.

Disadvantages

1. Five residences south of Chapman and one north of Chapman are displaced in this scheme.
2. Traffic flow may be diverted to adjacent streets due to the interruption of flows on Chapman Street.

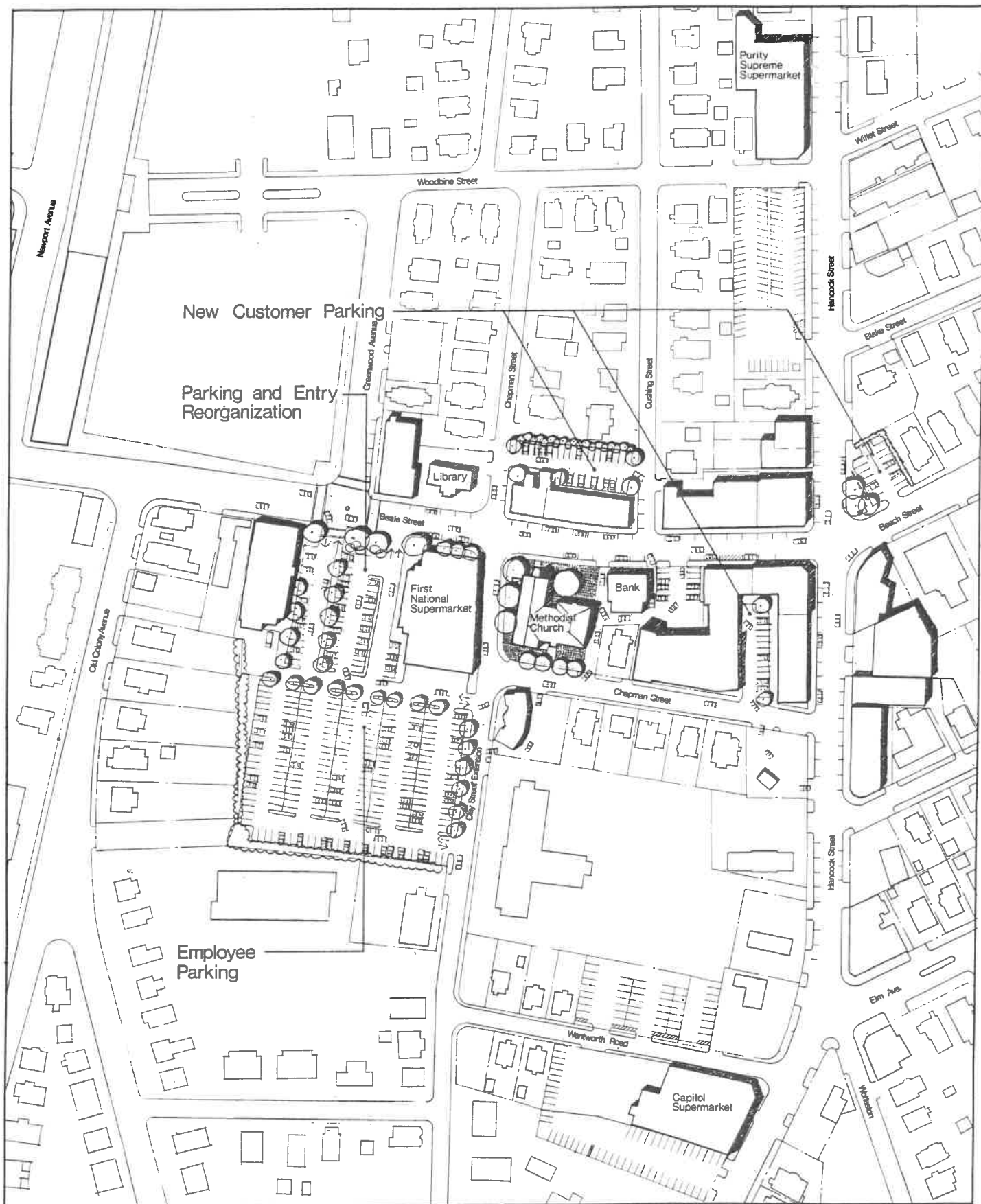
PARKING FACT SHEET

<u>EXISTING SUPPLY</u>	<u>ON STREET</u>	<u>OFF STREET</u>	<u>TOTAL</u>
Hancock/Beale Street Businesses	78	12*	90
Auto-Oriented Businesses (Supermarkets, Friendly's, Banks, etc.)	17	364	381

* Includes bank parking which is used for shopping at adjacent shops.

PROPOSED SUPPLY FOR HANCOCK/BEALE BUSINESSES

	<u>Square Footage of Retail</u>	<u>On-Street Spaces</u>	<u>Off-Street Spaces</u>	<u>Total</u>	<u>Ratio Spaces/ 1,000 S.F.</u>
Scheme A	70,000 S.F.	78	71	149	2.1
B	70,000 S.F.	78	85	163	2.3
C	87,500 S.F.	76	100	176	2.1
D	90,500 S.F.	76	125	201	2.2



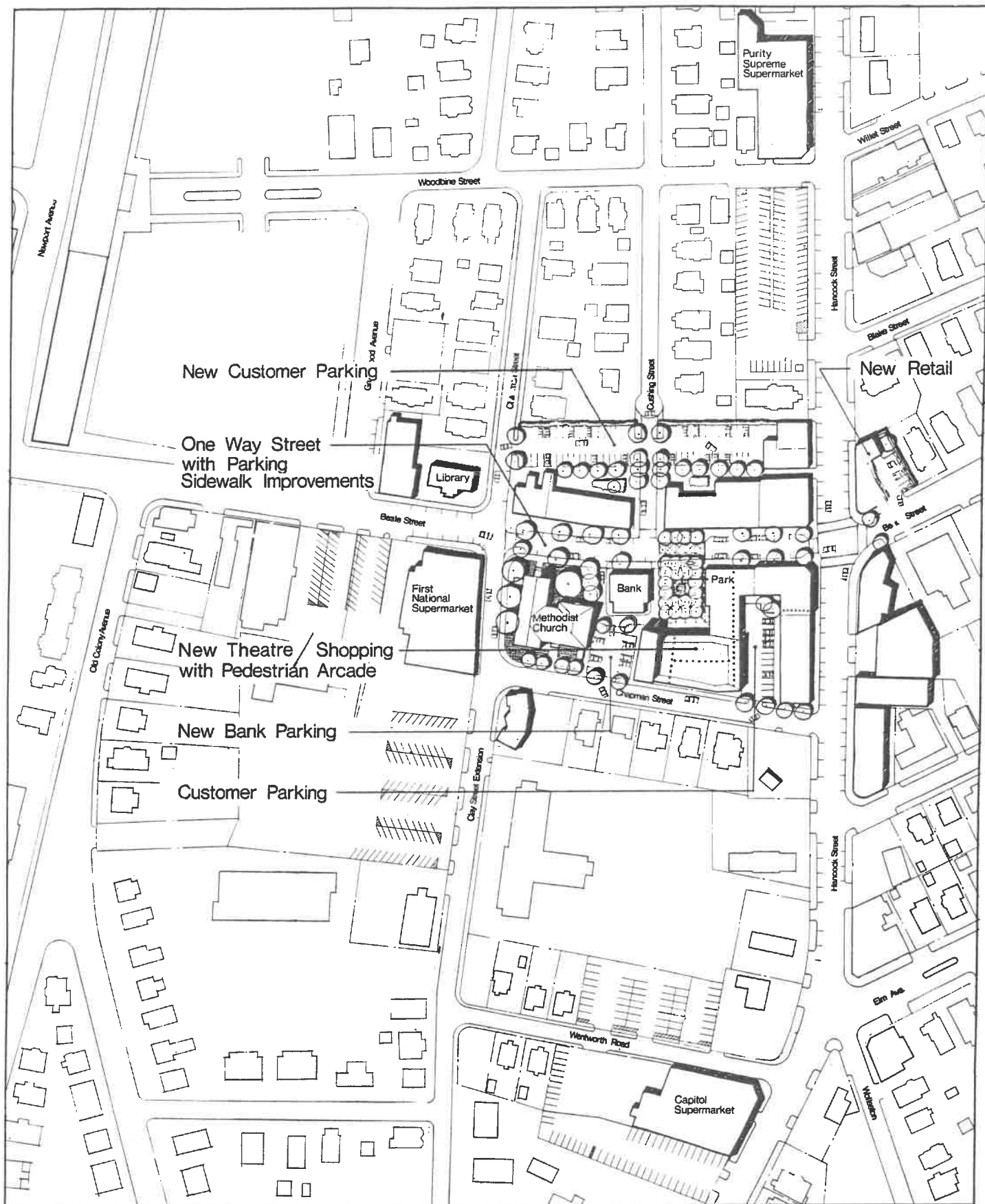
Wollaston Business District

Revitalization Study for
City of Quincy
Norfolk County Board of Commissioners

Scheme A

0 50 100 200 300
18 April, 1979
Sasaki Associates, Inc.
J. L. Schatz Research, Inc.





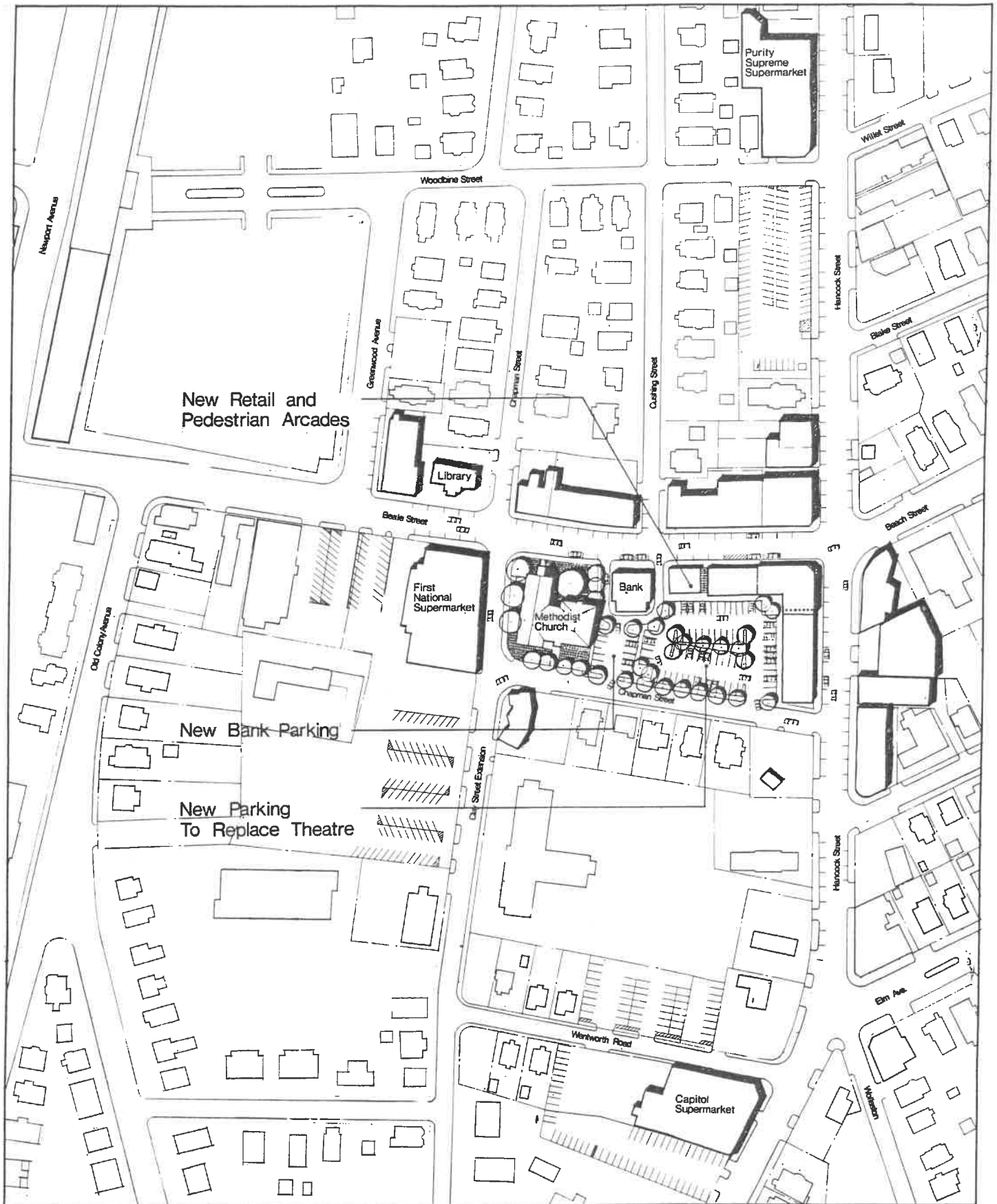
Wollaston Business District

Revitalization Study for
City of Quincy
Norfolk County Board of Commissioners

Scheme B

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18 April, 1979
Sasaki Associates, Inc.
J. L. Schatz Research, Inc.





Wollaston Business District

Revitalization Study for
City of Quincy
Norfolk County Board of Commissioners

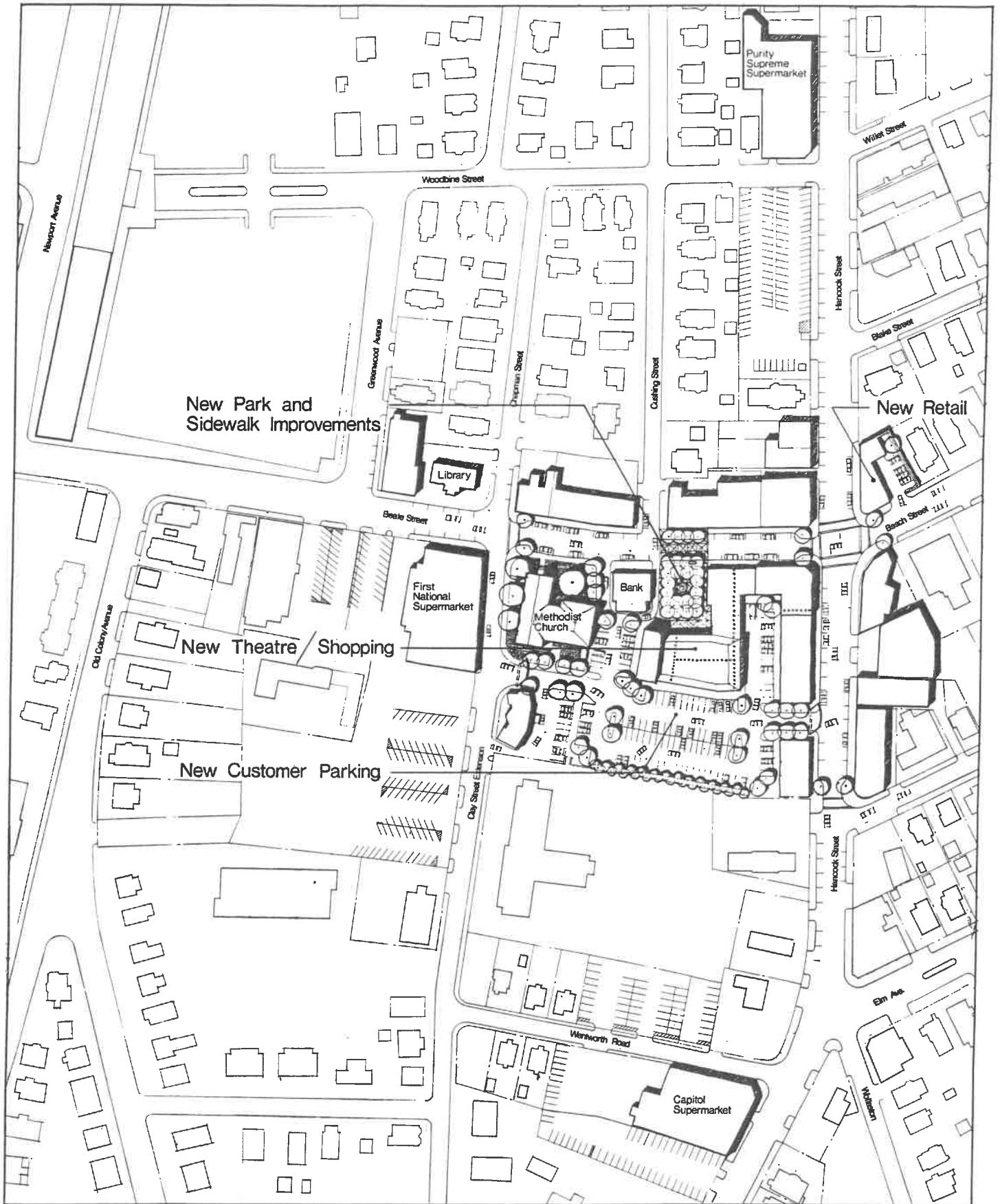
Scheme C

0 50 100 200 300

18 April, 1979

Sasaki Associates, Inc.
J. L. Schatz Research, Inc.





Wollaston Business District

Revitalization Study for
City of Quincy
Norfolk County Board of Commissioners

Scheme D

0 50 100 200 300

18 April, 1979
Sasaki Associates, Inc.
J. L. Schatz Research, Inc.



RESULTS OF WOLLASTON RESIDENT'S SURVEY

	<u>Results</u>
1. <u>The Main Advantages of Shopping in the Wollaston Business Area</u>	
A. Variety of businesses.	42
B. Stores within walking distance of each other.	104
C. Stores located near neighborhood areas.	131
D. Access to public transportation.	36
2. <u>The Disadvantages of Shopping in the Wollaston Business Area</u>	
A. Lack of parking.	118
B. Lack of proper street lighting.	34
C. Traffic congestion.	81
D. Lack of specialty stores, such as apparel shops.	107
3. <u>Improvements Needed in the Business Area</u>	
A. Additional parking.	124
B. Improved lighting.	44
C. Improved streetscaping, such as plantings, trees, etc.	61
D. Wider sidewalks.	27
E. Benches and litter baskets.	83
F. Improved appearance of exteriors of businesses.	90
4. <u>I Shop in Wollaston</u>	
A. Daily.	64
B. Three times per week.	88
C. Once a week.	48
D. Less than once a week.	28
E. Never.	5

WOLLASTON RESIDENT'S SURVEY

ADDITIONAL COMMENTS:

2.A. Lack of parking: Perhaps a lack of parking is contributed to by merchants parking in easily accessible spots which should be made available to customers. Merchants would be wise to park a distance from their stores.

To cite a case in point (and I'm sure there are others), I have noted Reg. No. 779K parked on Hancock Street near Beach/Beale, not for days, weeks, months, but for years. A situation of this type not only deprives potential customers of a parking space, but also flaunts parking regulations.

4. I shop in Wollaston: Like shopkeepers who are very nice people.

Please keep bikes off the sidewalks and please control the gangs who hang out behind the Methodist Church, theatre, etc.

I like to shop in Wollaston. I do all my grocery shopping here and I like the convenience of not having to drive to the store - a choice of walking or taking the car for heavy shopping. I do have a suggestion: If each business or home owner took a few minutes each day to clean up litter in front of his property (or rental), the streets and sidewalks would be kept clean and neat. This is standard practice in Europe - why not do it in Wollaston?

Have the city acquire the Wollaston theater and use it as an auditorium for concerts, plays, shows, etc., inasmuch as there is hardly a place to have shows for the general public. Ban parking at the corners in the area as it is very difficult to make the proper turns with automobiles. Look into the feasibility of increasing the services throughout the day on the Wollaston Beach-Ashmont bus lines - it might mean that people would use the bus instead of their automobiles to go shopping - also look into possibility of having minibuses to make a circle up Hancock Street to Capitol Market and down to Supreme Market.

What happened to the movie theater? I miss it very much.

I would prefer some more primitive stores.

Get rid of Brighams.

A store which would save mothers and all people from driving extra to get the things we need: Almy's, Gorins, good hardware, theater with strict management, specials that are worthwhile to the people each week to attract. People are their business. Let's please the customer more.

1.D. Access to public transportation: Not too many buses. We like Wollaston - please do not have it as a ghost section as most are.

1.D. " " " : Buses could run more often. We like Wollaston, the merchants are very nice and courteous.

1.D. " " " : Public transportation poor!

2.D. Lack of specialty stores, such as apparel shops: I would like to see a children's clothing store in the area.

4.A. I shop in Wollaston: Only for Briham's.

I like shopping in Wollaston very much but the parking problem is impossible. I would like very much to see a good children's apparel shop in Wollaston like we use to have.

WOLLASTON RESIDENT'S SURVEY

ADDITIONAL COMMENTS:

Lived here since 1943. Enjoy shopping here very much.

You didn't as why we should encircle one in each category.

I have long thought that the exterior of the businesses in Wollaston would be most appealing if they were all remodeled in the same manner - have business signs all of uniform size, etc. The local garden club might also undertake a project - seasonal plantings to beautify the area. The theater is a great loss. It would be wonderful to be able to walk to a neighborhood theater. Why not install bicycle racks so those people who ride bikes may have a safe place to park them?

I think it is a terrible thing that because of lack of police in the Wollaston area that the theatre had to close because of damage. This has been missed by many people in the area who do not want to travel, the way gas prices and other costs have gone up.

No parking tickets for anyone. No double parking. Take some of parking facilities at rear of First National stores. They don't use it. (Rear at Coxes and rear of apartment house.)

2.C. Traffic congestion: Weekends.

4. I shop in Wollaston: Whenever I need something and am close to the area.

We think that this area could be developed into a very fine, but small shopping center. A reviewal of original architectural features in a unified way could be most attractive, and probably not difficult to achieve. All beautification and sidewalk improvements would be most welcome!

I hesitate to come to Wollaston because parking and traffic congestion make it a nuisance to come. Also the card shop has to improve its selection of cards. It used to be the best card shop, but since the new ownership, needs improvement.

Appearance is not so hot now (resident for 23 years).

2.A. Lack of parking: Parking without meters.

Traffic congestion is bad, but the speeding allowed in the center is dreadful! I walk up from Everett Street but it's safer to take the train to Quincy and walk around Quincy Square. I am 76 and can't run anymore. Beale Street is much worse than Hancock or Beach. Parking isn't that difficult, when I do drive. The Finast store where I do my grocery shopping has a good area. The Hancock bank's driveup window is great, and the bank and its personnel are a great asset to a town.

5. PLEASE LET US KNOW YOUR STREET NAME SO THAT WE MAY COMPILE A REPRESENTATIVE SAMPLING

Exeter Street
 Watertson Avenue
 Kemper Street
 Beach Street
 E. Elm Avenue
 Beale Street
 Havilend Street
 Newport Avenue
 Briggs Street
 Phillips Street
 Janet Road
 Gladstone St., Squantum
 " " "
 Squantum
 Clay Street
 Buckingham Road
 Small Street
 Highland Avenue
 Oval Road
 Davis Street
 Norfolk Street
 Vassall Street
 Hamilton Street
 Hodes Avenue
 Chapman Street
 Standish Avenue
 " "
 Chapman Street
 Grand View Avenue
 Chapman Street
 Standish Avenue
 " "
 Cushing Street
 Hamilton Avenue, Montclair
 Clay Street
 " "
 " "
 " "
 " "
 Marion Street
 Arnold Road, North Quincy
 Willow Street
 South Central Avenue
 Davis Street
 " "
 " "
 Cheriton Road
 Hamilton Street
 Willet Street
 Newbury Street
 Elmwood Avenue
 Norfolk Street
 Elm Avenue
 " "
 " "
 So. Central Avenue
 Cushing Street

Wayland Street, Quincy
 Cushing Street
 Atlantic Street, North Quincy
 Hillside Avenue
 Bromfield Street
 Marion Street
 Fayette Street
 Fenno Street
 Newport Avenue
 Cushing Street
 Beach Street
 Hamden Circle
 Willet Street
 " "
 Elm Avenue
 Taylor
 Hamden Circle
 Taylor Street
 Hamilton Street
 " "
 Warren Avenue
 Hamilton Avenue, North Quincy
 Farrington Street
 Safford
 Winthrop Avenue
 Grand View Avenue
 Billings
 Winthrop
 Billings Street
 South Central Avenue
 Sachem Street
 Hamden Circle
 Waterston Street
 Beach
 Beale Street
 Dixwell Avenue, Quincy
 Albion Road
 " "
 Eustis Street
 North Central Avenue
 Phillips Street
 Willet Street
 Standish Avenue
 West Elm Avenue
 Beale Street
 Eustis Street
 Safford
 Chapman Street
 Phillips
 Exeter Street
 Summit Avenue
 Prospect Avenue
 Warren Avenue
 Blake Street
 " "
 Phillips Street

WOLLASTON RESIDENT'S SURVEY

5. PLEASE LET US KNOW YOUR STREET NAME SO THAT WE MAY COMPILE A REPRESENTATIVE SAMPLING

Phillips Street
Beach Street
Park Street
East Elm Avenue
Farrington Street
Evans Street, North Quincy
Wollaston Avenue
Prospect Avenue
Beale Street
Willet Street
Tyler
Belmont
Quincy Shore Drive
Haviland Street
" "

Royal Street
" "

Newport Avenue
" "

Berien Street
Mayflower Road
Dickens Street
Beach

Winthrop Avenue
Lincoln Avenue
East Elm Avenue
Newport Avenue
Elm Avenue
Harriet Avenue
North Central Avenue
Newport Avenue
" "
" "
" "

Kemper Street
Brook Street
" "
" "
" "

Morton Road
Brook Street
Squantum
Ocean Street, Squantum
Safford Street
Milton resident
Dorchester Street
Hillside Avenue
Stoney Brae Road
Granger Street
Ardell
Apthorp Street
Lincoln Avenue
Greene Street
Berline Street

West Elm Avenue
Newport Avenue
Phillips Street
Clay Street
Elm Avenue
" "
Briggs Street
Newton Avenue
Hamilton Street
Brook Street, Quincy
Kemper Street
Newport Avenue
Hamden Circle
" "
Old Colony Avenue
Park Street
Beach Street
Elm Avenue
Belmont Street
Hamden Circle
Highland Avenue
Safford Street, North Quincy